MINISTER OF COMPETITIVENESS,
TRAINING AND TRADE

Winnipeg, Manitoba CANADA
R3C 0V8

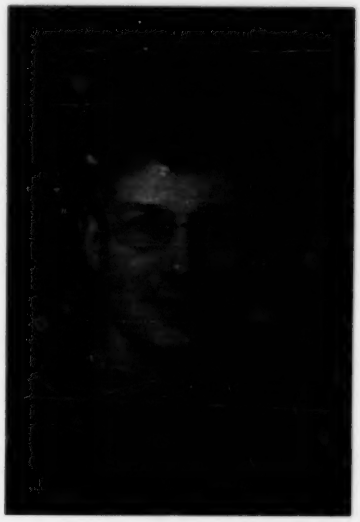
His Honour the Honourable Philip S. Lee, C.M., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba
R3C 0V8

May it Please Your Honour:

I am pleased to present the Annual Report for the Department of Competitiveness, Training and Trade for the fiscal year ending March 31, 2009.

Respectfully submitted,

Andrew Swan
Minister



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TRAINING AND TRADE

Winnipeg, Manitoba, CANADA
R3C 0V8

Son Honneur l'honorable Philip S. Lee, C.M., O.M.
Lieutenant-gouverneur du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

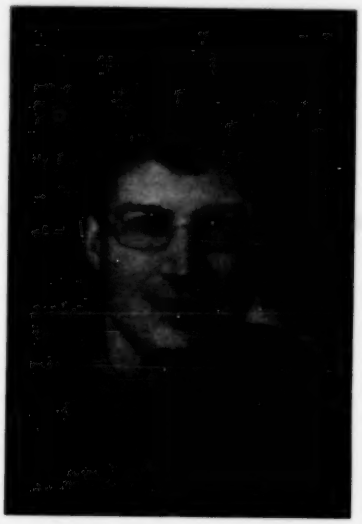
Monsieur le Lieutenant gouverneur,

J'ai le plaisir de présenter à Votre Honneur le rapport annuel du ministère de Compétitivité, Formation professionnelle et Commerce pour l'exercice se terminant le 31 mars 2009.

Je vous prie d'agréer, Monsieur le Lieutenant-gouverneur, l'expression de mon profond respect.

Le ministre,

Andrew Swan



Manitoba

Competitiveness, Training and Trade

Deputy Minister
Legislative Building, Winnipeg, MB, R3C 0V8
www.gov.mb.ca

Honourable Andrew Swan
Minister of Competitiveness, Training and Trade
Room 358, Legislative Building
Winnipeg, Manitoba

Dear Minister:

We have the honour of presenting the Annual Report for the Department of Competitiveness, Training and Trade for the period April 1, 2008 to March 31, 2009.

The activities and efforts undertaken by the department with our industry partners support our vision of Manitoba obtaining an internationally competitive economy, with the best quality of life in the world. Working towards Manitoba's vision, we are pleased to profile a few outcomes achieved in 2008/09:

- The Department successfully implemented amended provisions for the Agreement on Internal Trade to achieve full labour market mobility for regulated workers in Canada and to strengthen the Agreement's dispute resolution provisions.

- The Department championed and delivered projects to streamline and improve the delivery of services and information to businesses, and continued its work with several stakeholders in the implementation of the Advanced Manufacturing Initiative designed to assist local manufacturers to adopt the most advanced manufacturing methods and technologies to ensure their ongoing competitiveness.

- The Department supported the creation of 1,100 new apprenticeship training seats and launched a promotional and educational campaign to enhance public understanding of the apprenticeship system and improve the image of skilled trades in Manitoba.

- The Department negotiated funding arrangements with the City of Winnipeg to support the development of the IKEA Commercial Development and the Rapid Transit System that will run from Main and Stradbrook to Bison Drive.

- The Department laid the groundwork to move forward on the establishment of an inland port in Winnipeg, bringing together the key partners in business, labour and all three levels of government to develop and advise on the vision for the inland port.

- Manitoba's 2008 foreign exports increased by 5.1% over the previous year. In 2008/09, Manitoba Trade and Investment supported 194 Manitoba companies to explore new markets and expand within existing markets through participation in trade shows and trade missions.

The department will continue to undertake initiatives and strategic planning that will contribute to the success of Manitoba business expansion, job growth and investment.

Respectfully submitted,

Hugh Eliasson
Deputy Minister of
Competitiveness and Training

Respectfully submitted,

Diane Gray
Deputy Minister of
International Relations and Trade

Manitoba

Compétitivité, Formation professionnelle et Commerce

Sous-ministre
Palais législatif, Winnipeg (Manitoba) R3C 0V8
www.gov.mb.ca

Monsieur Andrew Swan
Ministre de la Compétitivité, de la Formation professionnelle et du Commerce
Palais législatif, bureau 358
Winnipeg (Manitoba)

Monsieur le Ministre,

Nous avons l'honneur de vous présenter le rapport annuel du ministère de la Compétitivité, de la Formation professionnelle et du Commerce pour la période du 1er avril 2008 au 31 mars 2009.

Les activités et les efforts du ministère, en collaboration avec nos partenaires du secteur, viennent appuyer notre vision pour le Manitoba, à savoir une économie concurrentielle à l'échelle internationale et assortie de la meilleure qualité de vie au monde. Permettez-nous de vous présenter un bref aperçu de quelques-unes des réalisations du ministère qui, au cours de l'exercice 2008-2009, ont contribué à notre vision pour le Manitoba :

- Le ministère a mis en œuvre avec succès les dispositions modifiées de l'Accord sur le commerce intérieur visant à favoriser la pleine mobilité des travailleurs exerçant un métier réglementé au Canada et à renforcer les dispositions de l'Accord relatives au règlement des différends.

- Le ministère a appuyé et réalisé des projets visant à simplifier et à améliorer la prestation de services et la transmission de renseignements aux entreprises. En collaboration avec plusieurs intervenants, il a poursuivi ses travaux de mise en œuvre de l'Initiative de fabrication avancée, conçue dans le but d'aider les fabricants locaux à adopter les méthodes et les technologies de fabrication les plus avancées qui soient en vue de rester compétitifs.

- Le ministère a appuyé la création de 1 100 nouvelles places en apprentissage et a lancé une campagne promotionnelle et éducative visant à mieux faire sensibiliser la population au système de formation en apprentissage et à améliorer l'image des métiers spécialisés au Manitoba.

- Le ministère a négocié des ententes de financement avec la Ville de Winnipeg en vue d'appuyer le développement du complexe commercial IKEA et le réseau de transport en commun rapide qui fera la navette de l'intersection des rues Main et Stradbrook jusqu'à la promenade Bison.

- Le ministère a jeté les bases de l'aménagement d'un terminal intermodal à Winnipeg, réunissant tous les partenaires clés des secteurs des affaires et de la main-d'œuvre et des trois ordres gouvernementaux afin d'élaborer la vision du terminal intermodal et d'offrir des conseils.

- En 2008, les exportations du Manitoba vers l'étranger ont augmenté de 5,1 % par rapport à l'année précédente. En 2008-2009, Commerce et investissement Manitoba a aidé 194 entreprises manitobaines à explorer de nouveaux marchés et à élargir leurs marchés existants en participant à des foires et à des missions commerciales.

Le ministère continuera de lancer des initiatives et de procéder à une planification stratégique de manière à contribuer au succès du développement des entreprises, de la croissance de l'emploi et des investissements au Manitoba.

C'est avec respect, Monsieur le Ministre, que nous vous soumettons le présent document.

Le sous-ministre de la Compétitivité et de la Formation professionnelle,

Hugh Eliasson

La sous-ministre déléguée aux Relations internationales et au Commerce,

Diane Gray

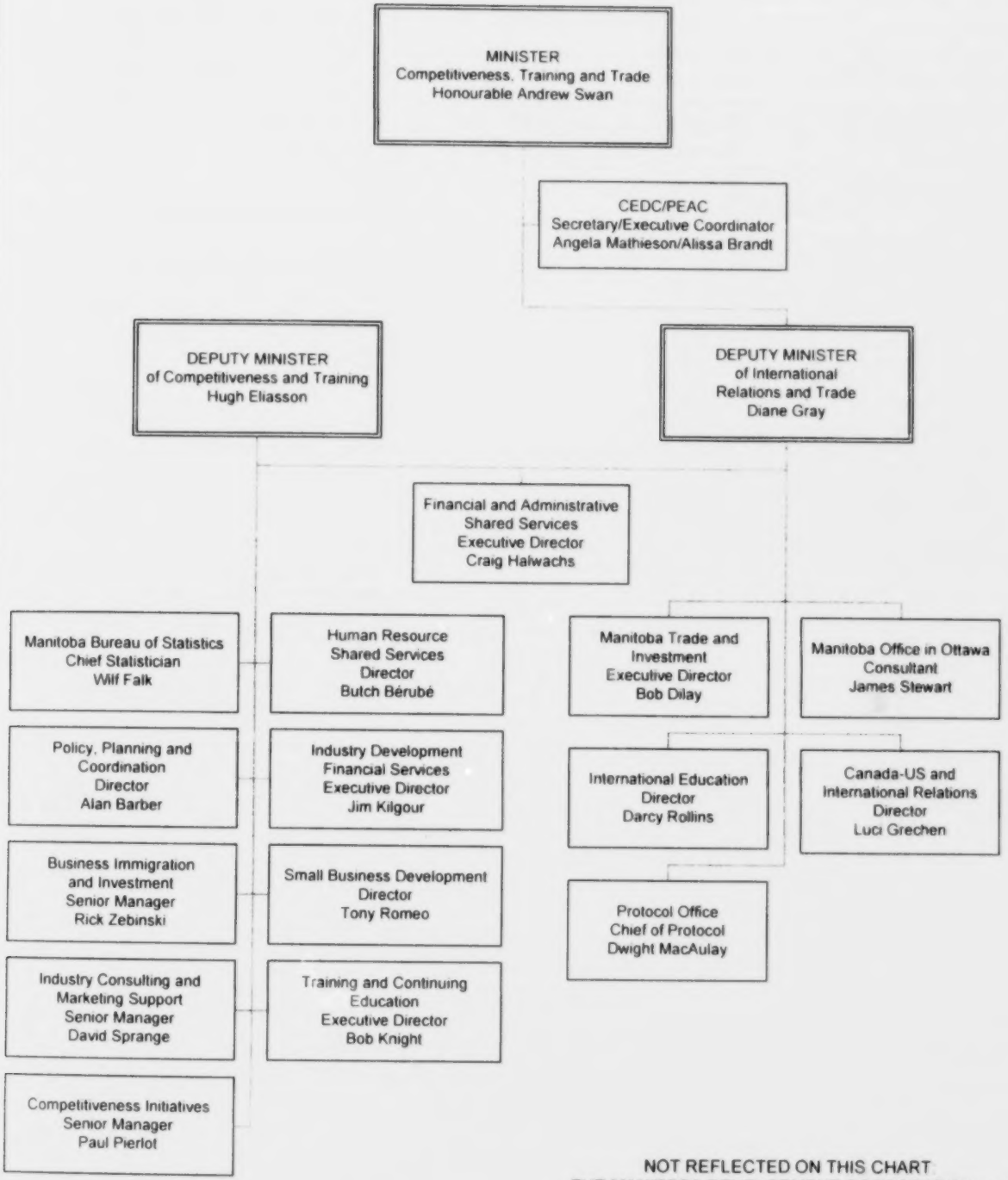
TABLE OF CONTENTS
Table des matières

Title titre	Page page
Organization Chart **Organigramme**	i ii
Preface	**1**
Report Structure	1
Statutory Responsibilities	1
Sustainable Development	2
Organization	3
Role and Mission	3
Avant-Propos	**5**
Structure du Rapport	5
Responsabilités Législatives	5
Développement Durable	6
Organisation	7
Rôle et Mission	7
Administration and Finance	**10**
Minister and Executive Support	10
Financial and Administrative Services	11
Policy, Planning and Coordination	13
Manitoba Bureau of Statistics	15
Business Services	**17**
Industry Development - Financial Services	17
Industry Consulting, Marketing Support and Competitiveness Initiatives	19
Small Business Development	22
Business Immigration and Investment	25
Competitiveness Initiatives	26
Canada-Manitoba Economic Partnership Agreement	28
Training and Continuing Education	**29**
Industry and Workforce Development	29
Hydro Northern Training Initiative	30
Industry Training Partnerships	32
Apprenticeship	36
Employment Manitoba	42
Canada-Manitoba Labour Market Development Agreement	45
Industry and Labour Force Investment Fund	48
Canada-Manitoba Labour Market Agreement	50
Community and Economic Development	**52**
Community and Economic Development Committee	52
Premier's Economic Advisory Council	54
International Relations and Trade	**56**
International Relations	56
Manitoba Trade	61
Manitoba Office in Ottawa	66

TABLE OF CONTENTS
Table des matières

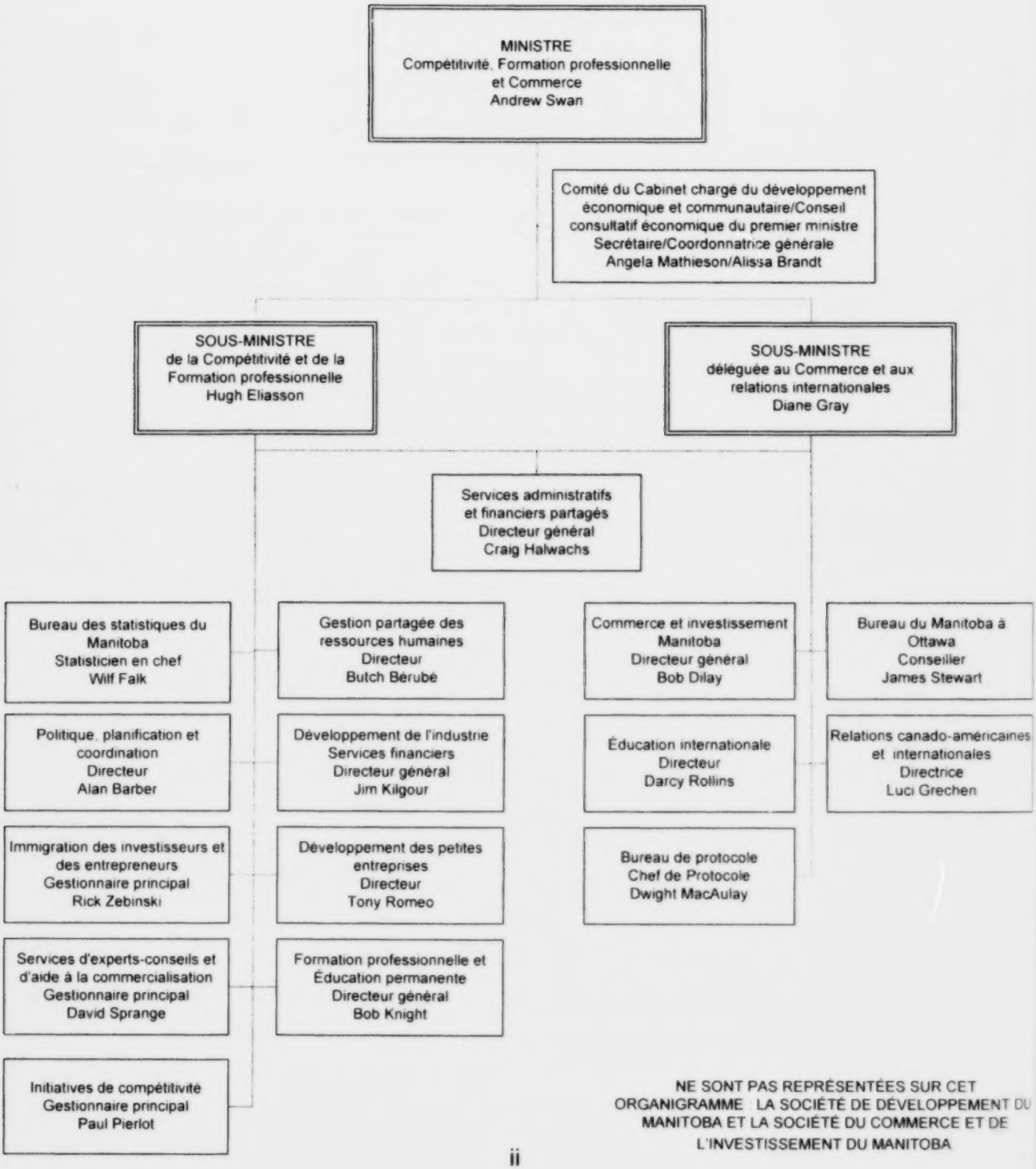
Title titre	Page page
Amortization and Other Costs Related to Capital Assets	**68**
Financial Information	**69**
Reconciliation Statement	69
Expenditure Summary and Explanations	70
Revenue Summary by Source and Explanations	74
Five-Year Expenditure and Staffing Summary by Appropriation	75
Performance Reporting	**76**
The Public Interest Disclosure (Whistleblower Protection) Act	**85**
Part B - Capital Investment	**86**
Appendices	**87**
A. Associated Agencies	87
B. Summary of Business Assistance	88
C. Listing of Business Assistance	89

COMPETITIVENESS, TRAINING AND TRADE
ORGANIZATION CHART
As at March 31, 2009



NOT REFLECTED ON THIS CHART
THE MANITOBA DEVELOPMENT CORPORATION and
MANITOBA TRADE & INVESTMENT CORPORATION

COMPÉTITIVITÉ, FORMATION PROFESSIONNELLE ET COMMERCE
ORGANIGRAMME
AU 31 MARS 2009



NE SONT PAS REPRÉSENTÉES SUR CET ORGANIGRAMME LA SOCIÉTÉ DE DÉVELOPPEMENT DU MANITOBA ET LA SOCIÉTÉ DU COMMERCE ET DE L'INVESTISSEMENT DU MANITOBA

PREFACE

REPORT STRUCTURE

The Annual Report is organized in accordance with the department's appropriation structure as at April 2008 and in the Main Estimates of Expenditure for the Province. The Report includes financial performance and variance information at the main and sub-appropriation levels and information relating to the department's objectives and results at the sub-appropriation level. The Report also includes information about associated agencies, business assistance, revenue and expenditures, a five-year comparison of expenditures and a staffing analysis.

STATUTORY RESPONSIBILITIES

The Minister of Competitiveness, Training and Trade is responsible for the following:

The Advisory Council on Workforce Development Act	A 6.5
The Apprenticeship and Trades Qualifications Act	A 110
The Convention Centre Corporation Act (S.M. 1988-89, c. 39)	-
The Crocus Investment Fund Act (except section 11)	C 308
The Design Institute Act	D 40
The Development Corporation Act*	D 60
The Education Administration Act (clause 3(1)(h), as it relates to training)	E 10
The Electronic Commerce and Information Act (except Part 5)	E 55
The Income Tax Act (sections 11.13 to 11.17)	I 10
The Labour-Sponsored Venture Capital Corporations Act [Part 2, and sections 16 to 18 as they relate to Part 2]	L 12
The Department of Labour and Immigration Act [as it applies to certain training programs]	L 20
The Liquor Control Act **	L 160
The Manitoba Lotteries Corporation Act **	L 210
The Statistics Act	S 205
The Manitoba Trade and Investment Corporation Act	T 125

*As per Schedule "R", Order-In-Council 424/2008
**As per Schedule "R", Order-In-Council 44/2008

SUSTAINABLE DEVELOPMENT

The department is committed to the Principles and Guidelines set out in The Sustainable Development Act and works to have them incorporated into departmental activities, programs and business practices. Sustainable development initiatives undertaken within the operation of the department's programs are: minimizing waste through the efficient use of office supplies and recycling, increased utilization of the internet to communicate and disseminate information to our internal and external clients; delivery of a variety of workshops, seminars, business counselling sessions and research assistance suitable for use by businesses involved with the production/delivery of environmental products and services, and participation on various sustainable development committees and working groups such as the Code of Practice, Financial Management and Sustainablity Reporting teams.

The Principles and Guidelines of Sustainable Development are:

1. Integration of Environmental and Economic Decisions
2. Stewardship
3. Shared Responsibility and Understanding
4. Prevention
5. Conservation and Enhancement
6. Global Responsibility
7. Efficient uses of Resources
8. Public Participation
9. Access to Information
10. Integrated Decision Making and Planning
11. Waste Minimization and Substitution
12. Research and Innovation.

The Sustainable Development Procurement Goals:

1. Education, Training and Awareness
2. Pollution Prevention and Human Health Protection
3. Reduction of Fossil Fuel Emissions
4. Resource Conservation
5. Community Economic Development

ORGANIZATION

The department's 2008/09 organization structure is illustrated in the Organization Chart, page i. The Vision, Mission, Critical Priorities, roles, responsibilities and staffing are outlined in the following information.

ROLE AND MISSION

The Vision of Competitiveness, Training and Trade is: ***An internationally competitive economy, with the best quality of life in the world.***

The Mission of Manitoba Competitiveness, Training and Trade is to work collaboratively with businesses, people and communities to:

- increase their capacity to succeed;
- enhance the competencies they need to prosper;
- raise their profiles locally, nationally and internationally;
- foster an environment that supports sustainable economic growth;
- advocate for Manitoba at the International level;
- promote intergovernmental relationships and strategic partnershipis between the private sector and non-government organizations;
- build the Manitoba economy by strengthening the performance and growth of industry through increased trade.

CRITICAL PRIORITIES

In pursuit of the vision the department has identified the following Critical Priorities:

- productivity and competitiveness;
- international economic opportunities;
- community capacity;
- sustainable resource development (Stewardship).

Productivity and Competitiveness

- *Create an environment in which*:
  - companies have the will, capacity and competencies to continually invest in more efficient and innovative production techniques;
  - the labour force is willing and able to participate in the opportunities that are provided.

International Economic Opportunities

- *Create an environment in which*:
  - companies understand and embrace the importance of being internationally competitive;
  - companies have the will, capacity and competencies to do so.

Community Capacity

- identify communities that require support to plan and grow local economic initiatives;
- create an environment in which they have the capacity and competencies to be able to control their own economic goals and success.

Sustainable Resource Development (Stewardship)

- create an environment in which organizations have the will, capacity and competencies to incorporate sustainable development principles into their economic decision making.

Guiding Principles (re: management practices)

Collaboration: with our clients, our partners, other levels of government and between Manitoba government departments and colleagues.

Proactivity: thinking strategically; planning and taking the right steps to create the environment we seek, planning together, involving the right people from the start.

Responsiveness: assessing the impact of events and changing economic circumstances, acting quickly to coordinate effective responses and remaining in line with our Vision and Mission.

Fiscal Restraint: innovative and effective use of available resources; creative thinking and working together to get best use of resources; and targeting available resources strategically in line with our Vision and Mission

Confidential Cooperative Economic Approach: strategic partnerships with businesses, communities and people; seek to understand clients' needs rather than impose solutions; consider specifically the needs of Aboriginal communities, and decisions/actions that promote inclusivity, equity and sustainable development.

In order to achieve the mission, the department is organized in five divisions:

THE ADMINISTRATION AND FINANCE DIVISION provides support for the operation of the offices of the Minister and Deputy Minister; provides central financial, administrative, human resource and computer support services to the departments of Competitiveness, Training and Trade and Science, Technology, Energy and Mines; provides policy support in trade and economic development to the department and across government; co-ordinates and supports departmental strategic and business planning and knowledge management initiatives; and co-ordinates the economic and labour force statistical system to adapt to the changing policy and program requirements of the Manitoba government and Crown agencies.

THE BUSINESS SERVICES DIVISION provides or facilitates businesses' access to capital to spur the establishment and expansion of enterprises to improve the economic status of Manitoba; provides sector expertise to businesses in the areas of marketing, technology, business development and management; provides department-wide marketing support and development of promotional products; co-ordinates and delivers a range of services for the enhancement and growth of Manitoba's entrepreneurial and small business community; and increases inward investment to attract businesses and business people to Manitoba through general promotion, business or company recruitment, and entrepreneur recruitment. Provides leadership and coordination for improving government service delivery to businesses, the Manitoba Manufacturing Sector Economic Development Plan and other initiatives that aim to advance the productivity and competitiveness of business in Manitoba.

THE TRAINING AND CONTINUING EDUCATION DIVISION delivers programs to create opportunities and to develop a skilled and adaptable workforce that supports the Province's social and economic goals. The division is committed to: ensuring the accessibility and delivery of skills development opportunities to all Manitobans that are responsive to and aligned with the labour market; assisting Manitobans to find and sustain employment; working with business and industry to build the human resource capacity to be productive and competitive; providing programs and services that facilitate smooth transition and advancement opportunities; developing a workforce that is representative of the population; and working in partnership with other government departments, our stakeholders, and our clients.

COMMUNITY AND ECONOMIC DEVELOPMENT provides analytical expertise and administrative support to the Community Economic Development Committee of Cabinet; co-ordinates all major government initiatives relating to community and economic development in the province; provides advice and support in the on-going development of Manitoba's economic strategy including identifying priorities, solicits community input and assists in formulating policy and recommendations.

INTERNATIONAL RELATIONS AND TRADE DIVISION is the branches of: Canada-U.S. and International Relations, International Education, Protocol, Manitoba Trade and Investment and Manitoba's Ottawa Office. In addition, the policy coordination unit of Competitiveness, Training and Trade provides lead support on internal trade and trade policy matters. The core business of the International Relations and Trade Division is relationship-building, in particular strengthening strategic relationships with respect to international and trade and investment activities with: governments in the United States and other international jurisdictions; educational institutions in Manitoba and internationally; the diplomatic community in Canada and abroad; and the business community in Manitoba and external markets.

AVANT-PROPOS

STRUCTURE DU RAPPORT

La présentation du rapport annuel reflète la structure des crédits du ministère en avril 2008 et celle du Budget des dépenses de la Province. Le rapport contient des renseignements sur les postes principaux et secondaires du budget en ce qui concerne la performance financière et les écarts par rapport aux prévisions, ainsi que des renseignements sur les postes secondaires en ce qui concerne les objectifs du ministère et les résultats obtenus. Il présente en outre des renseignements sur les organismes associés, le soutien aux entreprises, les recettes et les dépenses, ainsi qu'une récapitulation quinquennale des dépenses et de la dotation en effectif.

RESPONSABILITÉS EN VERTU DE LA LOI

Le ministère de la Compétitivité, de la Formation professionnelle et du Commerce veille à l'application des lois suivantes :

Loi sur le Conseil consultatif du développement de la main-d'œuvre ..... A 6.5
Loi sur l'apprentissage et la qualification professionnelle ..... A 110
Loi sur la Corporation du Centre des congrès (L.M. 1988-89, c. 39) ..... -
Loi sur le Fonds de placement Crocus (exception faite de l'article 11) ..... C 308
Loi sur l'Institut de design ..... D 40
*Loi sur la Société de développement** ..... D 60
Loi sur l'administration scolaire [alinéa 3(1)h), en ce qui touche la formation professionnelle] ..... E 10
Loi sur le commerce et l'information électroniques (exception faite de la Partie 5) ..... E 55
Loi de l'impôt sur le revenu (articles 11.13 à 11.17) ..... I 10
Loi sur les corporations à capital de risque de travailleurs
(Partie 2, et les articles 16 à 18 en ce qui touche la Partie 2) ..... L 12
Loi sur le ministère du Travail et de l'Immigration
(en ce qui touche certains programmes de formation professionnelle) ..... L 20
*Loi sur la réglementation des alcools*** ..... L 160
*Loi sur la Corporation manitobaine des loteries*** ..... L 210
Loi sur les statistiques ..... S 205
Loi sur la Société du commerce et de l'investissement du Manitoba ..... T 125

*Selon l'annexe « R » du décret 424/2008
**Selon l'annexe « R » du décret 44/2008

DÉVELOPPEMENT DURABLE

Le ministère s'est engagé à l'égard des principes et directives établis dans la *Loi sur le développement durable* et s'efforce de les intégrer à ses activités, programmes et pratiques. Les initiatives de développement durable entreprises par le ministère dans le cadre de ses programmes sont les suivantes : réduction des déchets par l'utilisation efficace des fournitures de bureau et le recyclage; recours accru à Internet pour les communications et la diffusion d'information aux clients internes et externes; ateliers, séminaires, séances de consultation et aide à la recherche adaptés aux entreprises engagées dans la production ou la fourniture de produits et de services écologiques; participation à divers comités et groupes de travail liés au développement durable, comme les équipes sur le code de pratique, la gestion financière et les rapports sur la durabilité.

Principes et directives de développement durable :

13. Intégration des décisions économiques et environnementales
14. Gestion de l'environnement
15. Responsabilité partagée et compréhension
16. Prévention
17. Conservation et promotion
18. Responsabilité planétaire
19. Utilisation efficace des ressources
20. Participation du public
21. Accès à l'information
22. Planification et prise de décision intégrées
23. Réduction des déchets et substitution
24. Recherche et innovation

Objectifs de développement durable en matière d'approvisionnement :

6. Éducation, formation et sensibilisation
7. Prévention de la pollution et protection de la santé
8. Réduction des émissions de combustibles fossiles
9. Conservation des ressources
10. Développement économique communautaire

ORGANISATION

L'organigramme qui se trouve à la page i reflète la structure organisationnelle du ministère pendant l'exercice 2008-2009. L'information qui suit porte sur la vision, la mission, les priorités critiques, le rôle et les responsabilités du ministère ainsi que sur sa dotation en personnel.

RÔLE ET MISSION

La vision du ministère de la Compétitivité, de la Formation professionnelle et du Commerce est la suivante : ***une économie concurrentielle à l'échelle internationale assortie de la meilleure qualité de vie du monde.***

La mission de Compétitivité, Formation professionnelle et Commerce est de collaborer avec les entreprises, la population et les collectivités aux fins suivantes :

- accroître leur capacité de réussite;
- rehausser les compétences nécessaires à leur prospérité;
- rehausser leur image à l'échelle locale, nationale et internationale;
- favoriser l'établissement d'un milieu propice à la croissance durable de l'économie;
- défendre la cause du Manitoba sur la scène internationale;
- favoriser les relations intergouvernementales et les partenariats stratégiques entre le secteur privé et les organisations non gouvernementales;
- développer l'économie manitobaine en renforçant la performance et la croissance de l'industrie grâce à une augmentation du commerce.

PRIORITÉS CRITIQUES

Pour mettre sa vision en pratique, le ministère a cerné les priorités critiques suivantes :

- productivité et compétitivité;
- débouchés économiques internationaux;
- capacité collective;
- développement durable des ressources (gouvernance).

Productivité et compétitivité

- *Créer un environnement dans lequel :*
  - les entreprises ont la volonté, la capacité et les compétences nécessaires pour investir continuellement dans des techniques de production plus efficaces et novatrices;
  - la main-d'œuvre est prête à participer aux débouchés offerts et elle est capable de le faire.

Débouchés économiques internationaux

- *Créer un environnement dans lequel :*
  - les entreprises comprennent et acceptent l'importance de la compétitivité internationale;
  - les entreprises ont la volonté, la capacité et les compétences nécessaires pour le faire.

Capacité collective

- Cerner les collectivités qui ont besoin de soutien pour planifier et faire naître des initiatives économiques locales;
- créer un environnement dans lequel elles ont la possibilité et la capacité de maîtriser leurs propres objectifs et succès économiques.

Développement durable des ressources (gouvernance)

- Créer un environnement dans lequel les organismes ont la volonté, la capacité et les compétences nécessaires pour intégrer les principes de développement durable à leur processus de prise de décision économique.

Principes directeurs (se rapportant aux pratiques de gestion)

Collaboration : avec nos clients, nos partenaires, les autres ordres de gouvernement et entre les ministères et les

collègues provinciaux.

Proactivité : pensée stratégique; planification et adoption des mesures nécessaires pour créer l'environnement recherché; planification collective et intégration des bonnes personnes dès le départ.

Réceptivité : évaluation de l'incidence de situations et de conditions économiques changeantes; réaction rapide en vue de coordonner des réponses efficaces et conformité à la vision et à la mission.

Compressions budgétaires : utilisation novatrice et efficace des ressources disponibles; pensée créatrice et collaboration pour l'utilisation optimale des ressources; ciblage stratégique des ressources disponibles conformément à la vision et à la mission.

Approche économique coopérative et confidentielle : partenariats stratégiques avec les entreprises, les collectivités et la population; compréhension des besoins des clients plutôt qu'imposition de solutions; attention particulière aux besoins des collectivités autochtones; décisions ou actions qui favorisent l'inclusion, l'équité et le développement durable.

Pour mener à bien sa mission, le ministère est organisé en cinq divisions :

DIVISION DE L'ADMINISTRATION ET DES FINANCES : offre un appui au bon fonctionnement du bureau du ministre et du bureau du sous-ministre. Elle fournit des services centralisés de gestion financière et administrative, de gestion des ressources humaines et de soutien informatique au ministère de la Compétitivité, de la Formation professionnelle et du Commerce ainsi qu'au ministère des Sciences, de la Technologie, de l'Énergie et des Mines. La Division fournit également un soutien stratégique au ministère et à l'ensemble du gouvernement dans les domaines du commerce et du développement économique. Elle coordonne et soutient les initiatives de planification stratégique et commerciale du ministère ainsi que ses initiatives de gestion du savoir. Elle coordonne les statistiques dans les secteurs de l'économie et de la main-d'œuvre afin de permettre l'adaptation aux nouvelles directives et aux nouveaux programmes du gouvernement et des organismes d'État du Manitoba.

DIVISION DES SERVICES D'AIDE À L'ENTREPRISE : offre un soutien financier aux entreprises ou leur facilite l'accès aux capitaux de création ou d'expansion des entreprises; offre aide et soutien aux projets d'exploration et de développement des ressources minières dans le but d'améliorer la situation économique et environnementale du Manitoba; offre une expertise aux entreprises dans les domaines de la commercialisation, de la technologie et du développement et de la gestion des entreprises; offre au ministère un soutien à la commercialisation et un service d'élaboration de produits promotionnels; coordonne et met en œuvre toute une gamme de services visant à favoriser la croissance des petites entreprises et du secteur de l'entrepreneuriat en général au Manitoba; augmente les investissements locaux afin d'attirer des entreprises et des gens d'affaires au Manitoba à l'aide d'une promotion générale et du recrutement d'entreprises et d'entrepreneurs. La Division assure un leadership et une coordination en vue d'améliorer la prestation de services gouvernementaux aux entreprises, le Plan de développement économique du secteur manufacturier du Manitoba et d'autres initiatives visant à favoriser la productivité et la compétitivité des entreprises au Manitoba.

DIVISION DE LA FORMATION PROFESSIONNELLE ET DE L'ÉDUCATION PERMANENTE : propose des programmes visant à créer des possibilités de perfectionnement ainsi qu'une main-d'œuvre qualifiée et adaptable répondant aux objectifs sociaux et économiques de la province. La Division s'engage à faire en sorte que tous les Manitobains et Manitobaines aient accès à des possibilités de perfectionnement professionnel axées sur les besoins du marché du travail; à aider les Manitobains et Manitobaines à trouver et à garder un emploi; à travailler avec les entreprises et l'industrie pour que notre capacité en ressources humaines soit à la fois productive et concurrentielle; à offrir des programmes et des services facilitant une transition en douceur et des possibilités d'avancement; à créer une main-d'œuvre à l'image de la population; et à œuvrer de concert avec d'autres ministères du gouvernement, les intervenants et nos clients.

DÉVELOPPEMENT ÉCONOMIQUE ET COMMUNAUTAIRE : fournit un service d'analyse et de soutien administratif au Comité du Cabinet chargé du développement économique et communautaire; coordonne les principales initiatives du gouvernement ayant trait au développement communautaire et économique dans la province; apporte conseils et appui au développement permanent de la stratégie économique du Manitoba, notamment en établissant des priorités, en sollicitant l'opinion de la collectivité et en aidant à la formulation de la politique et des recommandations.

DIVISION DES RELATIONS INTERNATIONALES ET DU COMMERCE : regroupe les directions des relations canado-américaines et internationales, de l'éducation internationale, du protocole, du commerce et de l'investissement du Manitoba, et du Bureau du Manitoba à Ottawa. De plus, le service de coordination des politiques de Compétitivité, Formation professionnelle et Commerce Manitoba apporte une aide de premier plan pour les questions de commerce intérieur et de politique commerciale. L'activité essentielle de la Division est la création de liens, en particulier en renforçant les relations stratégiques afférentes aux activités internationales et aux activités de commerce et d'investissement, et cela avec les administrations publiques aux États-Unis et dans d'autres pays, les établissements d'enseignement au Manitoba et à l'étranger, les milieux diplomatiques canadiens et étrangers le monde des affaires au Manitoba, et les marchés extérieurs.

ADMINISTRATION AND FINANCE

MINISTER'S SALARY AND EXECUTIVE SUPPORT

The Administration and Finance Division comprises the Executive Support Offices, Financial and Administrative Services, Policy, Planning and Coordination, and Manitoba Bureau of Statistics.

EXECUTIVE SUPPORT

Executive Support includes the Offices of the Minister and Deputy Minister. The Minister provides leadership and direction to ensure the goals and objectives of the department are accomplished. The Office of the Deputy Minister provides the Minister with advice and information regarding issues and matters of concern to the department. Executive Support is responsible for providing the department with policy direction and the overall planning and co-ordination of departmental activities.

10-1(a) Minister's Salary

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Minister's Salary	45	1.00	45	-	
Total Expenditures	**45**	**1.00**	**45**	-	

10-1(b) Executive Support

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	508	8.00	522	(14)	
Total Other Expenditures	74		77	(3)	
Total Expenditures	**582**	**8.00**	**599**	**(17)**	

FINANCIAL AND ADMINISTRATIVE SERVICES

Financial and Administrative Services is comprised of three primary components, Finance and Administration, Human Resource Services and Computer Services. The branch provides shared Financial and Administrative and Computer Services to the departments of Competitiveness, Training and Trade and Science, Technology, Energy and Mines. Human Resource (HR) Services supports Competitiveness, Training and Trade as part of the consolidated HR unit that also services the Departments of Advanced Education and Literacy, Education, Citizenship and Youth and Labour and Immigration, as well as the Manitoba Gaminig Control Commission and two Special Operating Agencies.

OBJECTIVES

The objectives of Financial and Administrative Services are to: provide leadership, program direction and operational coordination to support department activities; to provide high quality, timely and customer responsive administrative, financial management, information technology and human resource service; develop and administer appropriate administrative and financial standards, policies and procedures; and to develop and maintain appropriate reporting systems to provide timely and accurate decision-making information to senior management in the departments and in central agencies through a centralized support service.

ACTIVITIES/RESULTS

Finance and Administration supports the mission and goals of the Department by:

- Processing payments and receipts;
- Providing computer business application development and support services;
- Administering and coordinating the Department's parking and pool vehicle programs;
- Providing for physical accommodations;
- Providing advisory and specialized accounting and financial management services to departmental personnel and related entities;
- Coordinating French Language services;
- Coordinating the departmental administration of the *Freedom of Information and Protection of Privacy Act* and *The Public Sector Disclosure (Whistleblower) Protections Act*;
- Managing the department's records management program and
- Providing timely, accurate and relevant information to departmental and central agency decision-makers including budgetary, cash flow and year end reporting.

Human Resource Services reports to the deputy ministers of the departments within the amalgamated sector. This includes Advanced Education and Literacy; Education, Citizenship and Youth; Labour and Immigration; Competitiveness, Training and Trade and Manitoba Gaming Control Commission as well as two Special Operating Agencies: the Office of the Fire Commissioner and the Manitoba Text Book Bureau. Specific activities of Human Resource Services includes:

- assisting departmental management in the delivery of programs by providing a comprehensive range of human resource management services including recruitment and selection, staff relations, organizational review, design and consultation, classification and advice, performance management, employee counselling and referral, management and staff development, renewal, salary and benefits administration, Human Resources policy development and administration, Respectful Workplace, and Workplace Health and Safety.

- co-ordinating the employment equity and diversity programs within each individual business area in the amalgamated sector.

- co-ordinating common concerns and issues with other government agencies, which have responsibilities in the human resource area, including other provincial government amalgamated sectors, central agencies and other levels of government. The Human Resource Services Branch works closely with the Civil Service Commission and the Labour Relations Division of Treasury Board.

Computer Services provides the department with information technology coordination and support services including Strategy Planning, IT Planning, Value Management, IT Governance, Project Portfolio and Business Analysis, Alignment of Business & Technology Services, Business Process Improvement, Innovation and Change Management; user education and assistance (outside the standard suite); and implementation of government wide initiatives, and adherence to guidelines and standards.

Computer Services activities undertaken for CTT/STEM during the year included:

- Establishing the CTT/STEM IT Services section as the IT coordinating unit for the two departments.
- Establishing the Business Systems Steering Committee for both departments.
- Prepare and coordinate departments Annual Information Technology Plan.
- Coordinate Desktop and Printer Refresh for CTT and STEM.
- Work with ICT Services Manitoba on the server consolidation project.
- Provide Project Management for the Integrated Mining and Quarrying System – Phase 1 - Feasibility Assessment & Solution Definition, Spatial Integration Requirements.
- Support and ICT coordination for Single Window for Business components.
- Tender, evaluate, hire and supervise Business Analysts for the following business areas: Business Start Loan Program, Provincial Nominee Program and Broadband Initiative.

10-1(c) Financial and Administrative Services

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,471	17.00	1,534	(63)	
Total Other Expenditures	384		424	(40)	
Less: Recoverable from Energy, Science and Technology	(150)		(150)	-	
Total Expenditures	**1,705**	**17.00**	**1,808**	**(103)**	

POLICY, PLANNING AND COORDINATION

OBJECTIVES

Policy, Planning and Coordination's objective is to provide analytical, advisory and research support services to the Minister, Cabinet and other provincial departments and agencies. This includes undertaking analysis of trade, labour market and economic policy issues, providing critical information and working closely with other partners to promote economic development in Manitoba. The Branch's Labour Market Information Unit provides labour market analysis to support program and policy development in government departments involved in education and training and co-ordinates, develops and disseminates labour market information directly to the public to support service delivery within the Department.

ACTIVITIES/RESULTS

The Branch manages the ongoing implementation of the Agreement on Internal Trade in Manitoba. Efforts in this area include: supporting the Minister's participation as a member of the Ministerial Committee on Internal Trade; serving as Manitoba's Internal Trade Representative; co-ordinating the government-wide participation in the Agreement; direct responsibility for negotiations pursuant to the Agreement on Internal Trade, including the negotiation and ongoing implementation and monitoring of the revised Labour Mobility Chapter and monitoring and participating in disputes arising under the revised Dispute Resoution Chapter.

Policy, Planning and Coordination supports the Premiers of Manitoba and New Brunswick in their role as co-leaders of the Council of the Federation, including coordinating and reporting on progress on internal trade initiatives under the Council of the Federation Workplan. In 2008/2009, the Branch engaged Manitoba Departments, regulatory authorities and stakeholders to meet the Council of the Federation's April 1, 2009 deadline for full labour market mobility for regulated workers in Canada. The Branch also completed negotiations to strengthen dispute resolution provisions of the Agreement on Internal Trade. In January 2009, Manitoba ratified and amended Chapter 7 (Labour Mobility) and an amended Chapter 17 (Dispute Resolution Procedures).

As lead provincial agent for international trade policy, the Branch develops provincial policy for implementation of international trade agreements such as the North American Free Trade Agreement (NAFTA) and the World Trade Organization (WTO). The Branch also works to ensure that Manitoba's priorities and concerns are reflected in new trade negotiations through consultations with key stakeholders. In 2008/2009, the Branch participated in intergovernmental efforts to secure a launch of negotiations towards a comprehensive economic partnership with the European Union.

The Branch provides support for ministerial meetings and conferences, including meetings of Ministers and Deputy Ministers responsible for International Trade, Industry and Labour Markets. The Branch also provides support to the Premier including briefings on trade, labour market and competitiveness issues for the Western Premiers' Conference, Western Governors' Meetings, the Annual Meetings of the Council of the Federation, and First Ministers' Meetings.

Activities of the Labour Market Information Unit included: production of electronic and printed career and labour market information products such as *Manitoba Job Futures* and *Manitoba Prospects*; coordinated participation in the consultation process and submissions to the Forum of Labour Market Minister's Advisory Panel on Labour Market Information, establishment of an internal labour market information working group, internal labour market analysis and briefings, and increased access to labour market information through partnerships, websites, presentations to job seekers, sector organizations, employment practitioners, employment counsellors and career symposia.

The Branch provides policy advice and support to economic development initiatives including: Federal/Provincial Pan-Western Policy development, Provincial Small Business policy service improvements, and support to Community and Aboriginal Economic Development strategic priorities.

Planning support is provided to the Department of Competitiveness, Training and Trade including: coordination and production of the department's annual strategic plan, leading the development of a departmental human resource and renewal plan, as well as provision of ministerial advisory and speaking notes on trade, labour market and economic policy issues.

The Branch represents the Government of Manitoba on the Provincial-Territorial Advisory Committee and the Trade Advisory Committee of the Standards Council of Canada. This function involves interdepartmental co-ordination to represent Manitoba's views on standards-related issues before the Council.

10-1(d) Policy, Planning and Coordination

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	719	10.00	809	(90)	
Total Other Expenditures	214		223	(9)	
Total Expenditures	**933**	**10.00**	**1,032**	**(99)**	

MANITOBA BUREAU OF STATISTICS

OBJECTIVES

The primary role of the Manitoba Bureau of Statistics (MBS) is to serve the informational requirements of the Manitoba Government, its departments and crown agencies. Specific objectives are:

- to actively participate in and coordinate the development of the Manitoba statistical system in terms of information needs, collection, dissemination, analysis and presentation;
- to adapt the Manitoba statistical system to address changing policy and program requirements and emerging issues.

In order to further it's objective, MBS functions as the designated focal point for interface between the Province and Statistics Canada.

As the provincial central statistical agency, MBS has the following characteristics:

*Impartiality *Selective Specialization *Surveys *Coordination *Legislative Mandate

ACTIVITIES/RESULTS

The MBS strategic thrust is the provision of comprehensive information services to the Manitoba government, it's agencies, the business community, and the general public. This strategy is carried out through four major areas of activity:

- responding to requests for MBS developed information; and liaison/coordination with Statistics Canada, provincial user departments/crown agencies, and with other provincial statistical agencies;
- providing common information services in order to avoid duplication of effort and costs in the areas of information collection, analysis and dissemination; and provision of relevant information to senior and executive levels of government;
- undertaking information development, survey consulting/design, statistical consulting, economic impact assessments, information processing, web-based information dissemination systems development, and adequacy of surveys;
- administrating the Bureau of Statistics and The Statistics Act (Chapter S205).

MBS is a service-driven agency. Selected activities and achievements are as follows:

Economic Accounts – MBS maintained an economic accounts framework for the Manitoba economy. These annual accounts measured the overall performance of the provincial economy, with additional detail about principal industries and sectors. Information from the Economic Accounts is used throughout the public and private sectors in Manitoba. Preliminary economic growth estimates for 2008 were released in March 2009. MBS also maintained a historical graphical and table review of the Manitoba economy, including industrial sectors, for the years 1981-2007.

Manitoba Population Estimates and Projections – Continued liaison with Statistics Canada and other provincial and territorial statistical agencies regarding the determination of the appropriate statistical methodology to be used to determine provincial and territorial population estimates. These population estimates are of critical importance as they are used to determine Manitoba transfer payments. MBS is updating it's existing set of population and labour force projections for Manitoba and it's regions.

Statistical Information Product Subscriptions – Departmental subscriptions to the full MBS subscription service totalled 9 (3 Manitoba government, 2 federal government and 4 business). In addition, the Legislative Library received six complete sets of MBS information products free of charge.

Key Economic Indicator Reports – These reports encompass indicators such as the Labour Force, Consumer Price Index, Population, and Investment. Relevant information is presented in both table and chart formats, and distributed on the day of release to selected Ministers and senior government officials. In addition, the "Quarterly Economic Summary", highlighting recent provincial economic developments, continued to be produced.

Statistical, Economic and Computer Consulting – Statistical, economic, computer and survey consulting services were provided to departments and crown agencies on both a "public good" basis and a cost-recovery basis (larger consulting projects). Major consulting activities have included economic impact assessment of various provincial economic initiatives for provincial departments.

Contract Surveys and Information Development – MBS designed and implemented surveys/information development projects for individual departments and crown agencies on a cost-recovery basis. Projects included Competitiveness, Training and Trade - Trade Statistics Database; International Education Branch of Federal-Provincial and International Relations - Survey of International Students, and Food Prices Monitoring Survey in selected northern communities for various clients.

Information Dissemination System - MBS has continued to enhance its desktop accessible information systems (e.g. InfoNet, Infoline, Trade, and StatsBase). These systems are accessible via the new MBS Intranet web site. MBS StatsBase, which enables quick access to historical information series on a wide range of topics, is being developed as a new information resource for government.

Interdepartmental Liaison – MBS assisted individual provincial departments and crown agencies with their statistical activities and problems with the objective of avoiding duplication of effort and costs.

Federal-Provincial Liaison - Represented Manitoba's views on statistical matters to Statistics Canada including possible new methodologies to determine Manitoba's population. This activity had a significant impact on the level of federal transfer payments that Manitoba receives. As part of the national statistical system, MBS represents Manitoba on the Consultative Council on Statistical Policy as well as a number of other subject matter statistical committees.

Information Requests – MBS responded to inquiries for information from MBS developed databases (Economic Accounts, Investment Statistics, Trade Statistics, Business Register, Vital Statistics, Postal Code Translator File). As well, MBS responded to requests for non-MBS developed data. These information requests ranged from those requiring a single quick response to those that required the development of custom computer-generated reports.

10-1(e) Manitoba Bureau of Statistics

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	748	11.00	767	(19)	
Total Other Expenditures	205		397	(192)	
Less: Recoverable from Other Appropriations	(57)		(60)	3	
Total Expenditures	**896**	**11.00**	**1,104**	**(208)**	

BUSINESS SERVICES

INDUSTRY DEVELOPMENT - FINANCIAL SERVICES

OBJECTIVES

The role of the Financial Services Branch is to facilitate the creation, growth and expansion of businesses in Manitoba in support of the government's economic development strategies. In providing this support the Branch performs the following functions:

- administer several of the programs that provide financing assistance to businesses;
- provide expertise on business case development and business financing to other departments and cross-departmental project teams;
- administer the affairs of the Manitoba Development Corporation and the Manitoba Opportunity Fund;
- provide accounting and financial management services to other units in the government.

ACTIVITIES/RESULTS

PROGRAMS UNDER ADMINISTRATION

Manitoba Industrial Opportunities Program (the MIOP Program) The MIOP Program provides financial support to assist businesses expanding their operations in Manitoba. The financing is in the form of repayable, secured loans and the repayment terms can be somewhat flexible. Favourable interest rates are available to businesses that undertake significant investment in fixed assets and/or create new jobs. The loans are usually in excess of $500,000. Since its inception in 1988, the MIOP Program has approved loans totaling $340.5 for 142 business expansion projects. This MIOP Program financing has levered $1.1 billion worth of private sector investment and approximately 16,150 jobs. In 2008/09 the Branch had $37.0 million of new loans approved, which levered $113.6 million of new private sector investments and approximately 1532 jobs. As at March 31, 2009, the program has 19 active loans totaling $77.2 million under management.

Manitoba Business Development Fund (the Fund) The Fund provides financial support to assist with business development activities in Manitoba. The financing is in the form of cost-sharing assistance and is usually non-repayable. The cost-sharing assistance is usually in the range of up to $100,000 and may fund up to 75% of the cost of the business development activity. The Fund has three sub-programs. The Technology Commercialization Program assists businesses with the development and/or application of new technology. The Feasibility Studies Program assists businesses and business-support organizations with the assessment of new business opportunities. The Special Projects Program assists businesses and business-support organizations with initiatives that are of strategic significance to Manitoba's economy. In 2008/09 the Branch confirmed cost-sharing assistance for 28 new business development projects totalling $1.3 million.

Third-Party Investment Funds Program (the Investment Program) The Investment Program provides investment capital to venture capital limited partnerships, which in turn invest this capital in small to medium sized businesses. From its inception in 1996 to March 31, 2009, the Investment Program has invested $21.2 million in six limited partnerships. In aggregate, the six limited partnerships have invested approximately $159.7 million into 76 business entities.

Labour-Sponsored Investment Funds Program (the LSIF Program) The LSIF Program provides financial support to assist labour-sponsored investment funds (LSIFs) in attracting private sector investment capital. The financing is in the form of tax credits. The tax credit benefits are provided to Manitobans that buy and hold qualifying securities of qualifying LSIFs. Financial Service's role is to administer the registration, and de-registration of corporations wishing to qualify to be a LSIF.

Community Enterprise Investment Tax Credit (the CEITC Program) The CEITC Program is designed to improve the access to equity capital for small businesses witin Manitoba. Investors supplying cash equity to small businesses will be entitled to apply a 30% Provincial tax credit against their Manitoba taxes payable. In the 2009 budget the

Province has increased the allocation to $10.0 million in tax credits (previous $5.0 million), which will facilitate $33.0 million in new equity to be raised (previously $16.7 million). During 2008, six companies issued in aggregate $9.7 million of equity from 84 Manitoba investors.

SPECIAL PROJECTS

Capital Markets Initiative The Branch is a leader in collaborative, multi-party efforts to strengthen the depth and breadth of the province's capital markets infrastructure. The leadership role arises from the Branch's expertise and contacts in the finance industry and mandate for facilitating business investment.

OTHER RESPONSIBILITIES

Manitoba Development Corporation (MDC) The MDC is the province's agent for administering repayable financial assistance and providing administration for the Provincial Nominee Program for Business. The Branch administers the MDC's portfolio of loans and investments. As at March 31, 2009, MDC had a net value of $139.7 million in financial assets under management.

Manitoba Opportunity Fund (MOF) The object of the MOF is to hold and invest the Provincial allocation of immigrant's investments made through the Federal Department of Citizenship and Immigration Canada's (CIC) Immigrant Investor Program. As at March 31, 2009, MOF had a net value of $220.8 million in financial assets under management.

10-2(a) Industry Development - Financial Services

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,003	14.00	1,137	(134)	
Total Other Expenditures	294		344	(50)	
Program Delivery:					
- Manitoba Industrial Opportunities Program	11,089		8,934	2,155	*1*
- Vision Capital Fund	570		575	(5)	
- Manitoba Business Development Fund	1,317		1,173	144	
- Third Party Managed Capital Funds	1,582		2,243	(661)	*2*
- Less: Interest Recovery	(2,742)		(4,078)	1,336	*3*
Total Expenditures	**13,113**	**14.00**	**10,328**	**2,785**	

1. Increased loan activities and allowances.
2. Disbursements from individual funds less than budgeted therefore interest and bad debt expense less than projected.
3. Disbursements from individual funds less than budgeted.

INDUSTRY CONSULTING, MARKETING SUPPORT AND COMPETITIVENESS INITIATIVES

OBJECTIVES

The role of Industry Consulting and Marketing Support is to provide sector expertise to businesses (manufacturing, processing and services sectors) in the areas of marketing, technology, business development and management.

The Branch also provides marketing related support activities to Manitoba Competitiveness, Training and Trade (CTT). In this regard, the Branch performs the following marketing support functions:

- Coordination of marketing activities
- Development and production of consistent and competitive marketing materials
- Development of market intelligence and other information

Through the Competitiveness Initiatives Group, the Branch also identifies and champions initiatives that support and enhance the delivery of government information and services to businesses in Manitoba.

ACTIVITIES/RESULTS

Industry Consulting Group

The Industry Consulting Group provides sector expertise to businesses (manufacturing, processing, and services sectors) in the areas of marketing, technology, business development, and management. Existing infrastructure advantages are used to maximize economic development opportunities and encourage commercialization and adoption of new technologies and strategic alliances to further strengthen and diversify Manitoba's industrial capabilities.

Sector Development – Sector development activities provide an ongoing analysis of Manitoba's major industrial sectors including aerospace, manufacturing and food processing. Strengths, weaknesses, emerging trends, threats, and opportunities are considered. Sector profiles are developed and competitive comparisons with other major jurisdictions are carried out and monitored.

Project Development – Project development activities within the branch are wide-ranging and include a variety of projects from those initiated by sector planning activities to those responding to company specific opportunities. The objective of all project development activities is to create new jobs and preserve existing jobs and investment in Manitoba.

Highlights of 2008/09

Work continued with Manitoba's industrial sectors to encourage expansion through the identification of new opportunities and the adoption of new technologies. Manitoba companies have for several years been facing competitive challenges from offshore competition in countries like China. Added to this last year were the pressures arising out of a global credit crisis and a recession in the U.S., Manitoba's largest export market. To date, Manitoba manufacturers as a whole have been coping with the current global challenges better than their counterparts in other regions of Canada. Assisting in this regard have been a number of initiatives begun several years ago, which the branch has participated in or supported, and which were aimed at developing new capabilities and improving productivity within Manitoba. Industry Consulting continues to monitor Manitoba's industrial sectors for their ability to cope within the current economic climate.

The Composite Innovation Centre at Smart Park continued to assist a wide range of our industries in the development of lightweight, high-strength composite materials which are now essential for future products related to fuel efficient vehicles, civil infrastructure and a wide variety of other manufacturing and construction applications.

Of the 219 projects considered by the CIC since October 2003, 92 projects have been completed, 44 are in process and 18 are either under discussion or are in the proposal phase. Since 2003, 37 projects have been rejected and an additional 28 projects became inactive. For projects assessed, in process or completed, the CIC partners and collaborators extend across the country.

The Vehicle Technology Centre, to which the Industry Consulting Branch provides staff and infrastructure support,

Province has increased the allocation to $10.0 million in tax credits (previous $5.0 million), which will facilitate $33.0 million in new equity to be raised (previously $16.7 million). During 2008, six companies issued in aggregate $9.7 million of equity from 84 Manitoba investors.

SPECIAL PROJECTS

Capital Markets Initiative The Branch is a leader in collaborative, multi-party efforts to strengthen the depth and breadth of the province's capital markets infrastructure. The leadership role arises from the Branch's expertise and contacts in the finance industry and mandate for facilitating business investment.

OTHER RESPONSIBILITIES

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INDUSTRY CONSULTING, MARKETING SUPPORT AND COMPETITIVENESS INITIATIVES

OBJECTIVES

The role of Industry Consulting and Marketing Support is to provide sector expertise to businesses (manufacturing, processing and services sectors) in the areas of marketing, technology, business development and management.

The Branch also provides marketing related support activities to Manitoba Competitiveness, Training and Trade (CTT). In this regard, the Branch performs the following marketing support functions:

- Coordination of marketing activities
- Development and production of consistent and competitive marketing materials
- Development of market intelligence and other information

Through the Competitiveness Initiatives Group, the Branch also identifies and champions initiatives that support and enhance the delivery of government information and services to businesses in Manitoba.

ACTIVITIES/RESULTS

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Highlights of 2008/09

Work continued with Manitoba's industrial sectors to encourage expansion through the identification of new opportunities and the adoption of new technologies. Manitoba companies have for several years been facing competitive challenges from offshore competition in countries like China. Added to this last year were the pressures arising out of a global credit crisis and a recession in the U.S., Manitoba's largest export market. To date, Manitoba manufacturers as a whole have been coping with the current global challenges better than their counterparts in other regions of Canada. Assisting in this regard have been a number of initiatives begun several years ago, which the branch has participated in or supported, and which were aimed at developing new capabilities and improving productivity within Manitoba. Industry Consulting continues to monitor Manitoba's industrial sectors for their ability to cope within the current economic climate.

The Composite Innovation Centre at Smart Park continued to assist a wide range of our industries in the development of lightweight, high-strength composite materials which are now essential for future products related to fuel efficient vehicles, civil infrastructure and a wide variety of other manufacturing and construction applications.

Of the 219 projects considered by the CIC since October 2003, 92 projects have been completed, 44 are in process and 18 are either under discussion or are in the proposal phase. Since 2003, 37 projects have been rejected and an additional 28 projects became inactive. For projects assessed, in process or completed, the CIC partners and collaborators extend across the country.

The Vehicle Technology Centre, to which the Industry Consulting Branch provides staff and infrastructure support,

continues to move forward with projects that support technological development in Manitoba's transportation equipment manufacturing industry. The OEM-Supplier Development Program provides some financial incentive to Original Equipment Manufacturers (OEM'S) to partner with their suppliers in the development of high technology products and processes. This program has assisted local manufacturers to remain competitive in the North American market and is successfully nearing completion of its first phase with a wide range of imaginative projects underway or concluded.

Industry Consulting continued its work with several partners and stakeholders in the implementation of the three-year $4 million Advanced Manufacturing Initiative designed to assist local manufacturers to adopt the most advanced manufacturing methods and technologies to ensure their ongoing competitiveness. The Advanced Manufacturing Initiative was initially funded to $1.84 million, consisting of matching federal and provincial shares, under the Canada-Manitoba Economic Partnership Agreement with the remainder of the $4 million coming from industry. In February 2008, the provincial and federal governments agreed to extend funding to this successful program for a further 15 months, with an additional $1.2 million commitment under the Canada-Manitoba Economic Partnership Agreement.

First launched in February 2005, the AMI represents a unique partnership among CME-Manitoba Division, Western Economic Diversification and the Province of Manitoba. By championing lean manufacturing concepts and best practices, the AMI is helping Manitoba companies adopt manufacturing practices that reduce waste and increase productivity – important factors in building competitiveness. The AMI has gained considerable momentum in delivering successful programs that have resulted in observable productivity improvements for participating companies. Since its launch, more than 4,400 Manitoba manufacturing employees have participated in almost 50,000 hours of AMI activities. Manitoba companies participating in lean consortia have reported average productivity improvements in excess of 30%. The AMI has attracted the attention of other Canadian provinces as an example of best practice with respect to industry development initiatives, and government/industry partnership. A proposal for a new initiative (AMI 2) is now being considered for support under the recently renewed Canada-Manitoba Economic Partnership Agreement.

Additionally, under the auspices of the AMI, industry has developed a new Manufacturing Sector Economic Development Plan (MSEDP) to ensure the long-term competitiveness of the sector. The Manitoba government is encouraging industry follow-up of the recommendations presented by the MSEDP, and is responding to industry's priority recommendations through the new Competitiveness Initiatives Group of CTT that is highlighted below.

A core element of Industry Consulting's work continues to be its individual project development activities with its project managers often taking a lead role in coordinating the activities and actions of other government departments and agencies to work with business to create new jobs and investment in Manitoba.

Marketing Support Group

The Marketing Support Group provides department-wide marketing support and development of promotional products (multimedia marketing materials such as display units, brochures, website promotion, CD-ROMS, etc.). Promotional products are produced in multiple languages, corresponding to various geographic markets of interest. The Marketing Support Group also coordinates placement and production of targeted advertising in selected industrial journals.

Market Intelligence and Information Services

The Market Intelligence and Information Services program provides information products on export markets for local Manitoba companies and on Manitoba capabilities for potential clients in overseas markets. The program involves data collection, analysis and dissemination. Key developments over the past years include implementation of a client-tracking database for CTT, development of website applications and coordination of Manitoba company data collection surveys with federal and provincial delivery partners.

The group makes continued use of the bi-annual KPMG *Competitive Alternatives Report* to assess Manitoba's competitive position with respect to business costs. Additionally, the group participated with federal counterparts in the development of a new international location competitiveness study by IBM Plant Location International.

In 2008/09 the Marketing Support Group continued to focus on key priorities:

- Management of internal and external communications
- Partnerships with community organizations to promote "home-grown" economic development
- Development of e-marketing and web site capabilities
- A consistent and cohesive marketing strategy, message, and image
- Maintaining effective relationships with senior officials in government, external agencies, industry associations

and consular posts abroad
- Increased role in investment promotion
- Providing support service to various branches and agencies within the department

Web sites and electronic marketing
The Marketing Support Group manages and maintains the CTT website ({ HYPERLINK "http://www.gov.mb.ca/ctt" }) and continues to provide web-based support/service to Manitoba Trade and Investment ({ HYPERLINK "www.manitoba-canada.com" }). In 2007/08, the group developed and launched a new Manitoba Investment Portal ({ HYPERLINK "http://www.investinmanitoba.ca" }). In 2008/09, the portal responded to numerous inquires and requests for information. Detailed packages of information were prepared for eleven investment leads, resulting in site visits by four prospects. Of the four, one has indicated its intention to establish a presence in Manitoba, while the other three are pending.

Advertising and communications
Several advertising pieces were placed in various site selection and business style journals (both local and international) promoting Manitoba as a great place to invest, work and live.

Production of brochures
The Group updated content for several departmental publications, including:
- Manitoba Quick Facts brochure
- Manitoba, Diverse, Dynamic and Energetic brochure
- Manitoba Means Business brochure
- Third party information pieces

Additionally, the Group undertook the design and development of marketing materials in English, French and Mandarin, for the promotion of CentrePort Canada Inc., Manitoba's new inland port.

Slide presentations were created or updated for such projects as:
- Advanced Manufacturing and Grain Handling Buyers Guide
- Federal/Provincial/Territorial Investment Managers' presentation
- Various Trade missions

The Group also provided collateral marketing materials to outgoing trade missions, trade visits and to non-governmental organizations pursuing trade and investment related promotions. Notable among these in 2008/09 were the Premier's missions to Mexico and to China.

Event marketing
Event marketing support was provided for government-sponsored events and various trade missions.

10-2(b) Industry Consulting and Marketing Support

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	718	10.00	851	(133)	
Total Other Expenditures	337		342	(5)	
Total Expenditures	**1,055**	**10.00**	**1,193**	**(138)**	

SMALL BUSINESS DEVELOPMENT

Small business is recognized as the engine that drives the Canadian economy. The Branch's target client groups are the 88,000 small businesses in Manitoba that make up over 97% of all businesses in Manitoba, the self-employed entrepreneurs and new business ventures. Branch clients include businesses from retail, wholesale, manufacturing, services, technology, home-based businesses and entrepreneurs who are starting up new businesses.

OBJECTIVES

The objective of the Small Business Development Branch is to provide the necessary tools for successful business development. The Branch's primary role is to develop, co-ordinate and deliver services and programs for the enhancement and growth of Manitoba's entrepreneurial and small business community. The Branch has recognized the multi-cultural nature of Manitoba's entrepreneurial community and has customized its programs to address the specific needs of these business people. Services in business management, business planning and access to capital are tailored to meet the needs of new entrepreneurs including women, Aboriginals, new immigrants, youth, and people with disabilities.

ACTIVITIES/RESULTS

The activities of the Branch are generic in scope with the intent of reaching a broad spectrum of individuals and business types. The major focal points of the Branch are to assist small business start-ups and growth of existing businesses through the provision of management training, information services, financial assistance, business counselling and mentoring. Branch programs and services are developed in partnership with business associations, other government departments (federal and provincial), educational institutions and the public.

The Small Business Development Branch provides extensive business information, entrepreneurial training, and business and trade library services through the Canada/Manitoba Business Service Centre. The Branch also offers a variety of programs and services including the Manitoba Business Start program, business counselling, Manitoba Marketing Network, Manitoba Film Loan Guarantee program, entrepreneurial development and training, and BizCoach Manitoba, a business mentoring program. Business information, business counselling services, entrepreneurial training, business and trade library services and the Manitoba Marketing Network are also delivered through the Western Regional Office in Brandon.

Canada/Manitoba Business Service Centre – Business development services and programs of the Small Business Development Branch have been integrated with related services provided by the Canada/Manitoba Business Service Centre to support Manitoba business development and entrepreneurship. The federal and provincial jointly operated centre referred to as the Canada/Manitoba Business Service Centre (C/MBSC) has just completed it's 11th year of successful operations. The C/MBSC represents a single point of contact for current and accurate business information, extensive business and trade library services, market research and improving management effectiveness through business counselling and entrepreneurial training programs. In 2008/09, the C/MBSC responded to approximately 30,000 walk-in/phone business and trade-related enquiries.

The C/MBSC also offers a full service website providing business development information, interactive business products, business guides, on-line entrepreneurial training and an Interactive Business Planner. The C/MBSC also provides knowledge-based industry services which include e-business and e-commerce business counselling, seminars and the provision of hard copy and online e-business information.

C/MBSC Regional offices – Through the Partnership Agreement with Western Economic Diversification, 33 regional C/MBSC offices have been established in Manitoba which makes business information and resources more accessible to all entrepreneurs throughout Manitoba.

C/MBSC E-Learning Network – The E-Learning Network is a video-conferencing network that broadcasts business seminars and workshops to rural and northern communities. The Network consists of a central video-conferencing unit with 42 external access points located throughout the province. During the year, 174 business seminars were broadcasted to 889 participants.

Entrepreneurial Development and Training – During the year, the C/MBSC delivered or facilitated 215 business related seminars and workshops to approximately 3,300 participants in Winnipeg and throughout Manitoba, including seminars which were delivered by video-conferencing. These seminars included sales, marketing, financing, tax planning, financial management, accounting, business management, human resource management, starting a small business and various other business and technology related topics.

Aboriginal Business Development Initiative – The initiative promotes entrepreneurial training, business information, workshops and business counselling to Aboriginal entrepreneurs and community based organizations in the interest of developing small business and entrepreneurship. The Ota-Miska publication, a resource directory outlining programs and services available to Aboriginal people in Manitoba was circulated to all agencies and organizations working with Aboriginal people. There are 12 C/MBSC regional offices which focus on Aboriginal Business Development, with over 50% of the clients being Aboriginal.

BizCoach Manitoba – BizCoach Manitoba provides small businesses and entrepreneurs access to business mentoring in partnership with the private sector. Business mentoring is provided on all business related topics including start-up, financial management, growth and expansion, sales, marketing, business succession and access to capital. Since the program's inception in 2006, BizCoach Manitoba has provided business mentoring to 39 small businesses.

Manitoba Business Start Program – Provides loan guarantees of up to a maximum of $20,000 for new business starts with the focus on working capital needs. Under the program, 40 loan guarantees totalling $727,685 were approved in 2008/09. During the fiscal year, 675 participants attended the 28, three-day Business Start workshops conducted throughout Manitoba under the Business Start Program which includes 8 workshops conducted in the rural areas. The Business Start workshops were delivered in Winnipeg, Brandon, Eriksdale, Morden, Russell, The Pas and Thompson. The three-day Business Start workshops were also delivered in French and to self-employed artists in partnership with the Arts and Cultural Industries Association of Manitoba Inc.

Manitoba Film Loan Guarantee Program – Provides loan guarantees up to a maximum of 20% of a loan in respect to Manitoba fully developed feature films, television programs and series. During the 2008/09 fiscal year, there was one loan guarantee in the amount of $250,000 issued under this program. Since the program's inception in 2004, five loan guarantees totalling $687,100 have been approved. The Branch continues to work with film production companies in respect to this program and it is anticipated that additional loan guarantees will be issued in the 2009/10 fiscal year.

Manitoba Marketing Network – The Network delivered 8 marketing related workshops to 189 participants and its members counselled 36 small businesses. Workshops were held in Winnipeg and Selkirk.

Small Business Counselling Services – The Branch registered approximately 4,000 business counselling client interactions in 2008/09. Business counsellors provided one-on-one business counselling to entrepreneurs and businesses in a number of sectors including retail, service and manufacturing.

Publications – Publications and business information guides developed by the Branch and the C/MBSC continue to be a valuable resource to the business community and support the Branch's training programs. The Branch and the C/MBSC produce numerous publications on a variety of subjects including business information, business planning, small business management systems, e-business and e-commerce information guides. Publications are distributed through the Branch, the C/MBSC and its regional offices, the Western Regional Office in Brandon, the Intergovernmental Affairs offices and the Growing Opportunities (GO) offices throughout Manitoba.

Western Regional Office – Provides general business counselling services, entrepreneurial development and training programs, business planning workshops, various resource materials and general business information to Brandon and the surrounding communities. In 2008/09, the Western Regional Office registered approximately 6,000 business and trade related client interactions.

Other Activities – The Branch partnered with other departments and agencies in the successful delivery of Small Business Week, 2008 Capturing Opportunities Forum, the Young Entrepreneurs Program, the Canadian Youth Business Foundation program and the delivery of French-language services at the Bilingual Government Service Centres located in St. Boniface, St. Pierre and Notre Dame de Lourdes. The Branch supported and participated in a number of other initiatives including Manitoba Women Entrepreneur of the Year Awards, Manitoba Home Business

Advisory Council, Manitoba Aboriginal Youth Achievement Awards, a variety of projects and initiatives pertaining to Entrepreneurs with Disabilities, Junior Achievement Northern and Urban Aboriginal Youth, the cultural industries and various conferences, trade shows and Aboriginal economic development initiatives.

10-2(c) Small Business Development

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,084	15.50	1,128	(44)	
Total Other Expenditures	683		678	5	
Total Grants/Transfer Payments	60		60	-	
Total Expenditures	**1,827**	**15.50**	**1,866**	**(39)**	

BUSINESS IMMIGRATION AND INVESTMENT

OBJECTIVES

To attract business investment from around the world to Manitoba through the Provincial Nominee Program for Business and Young Farmer Nominee Program and to support the economic development of immigrants through the Manitoba Opportunities Fund.

ACTIVITIES/RESULTS

The Branch's main focuses are to attract immigrant investors and farmers to Manitoba through entrepreneur recruitment in the Provincial Nominee Program for Business (PNP-B) and the Young Farmer Nominee Program and to support immigrants' contribution to the labour market and economic development in Manitoba through the Manitoba Opportunities Fund.

In support of the objectives, the Branch conducts the following activities:

- Administers the Manitoba Provincial Nominee Program for Business (PNP-B) which allows the Government of Manitoba to recruit immigrants who will contribute to the province's economy by operating a business in and living in Manitoba.
- Administers the Young Farmer Nominee Program designed to attract experienced young farmers who will establish a farm business operation in Manitoba.
- Operates a Business Settlement Office designed to reduce the barriers new business immigrants have to establishing a business in Manitoba.
- Administers the Manitoba Opportunities Fund which provides resources to provincial departments in direct support of Manitoba's Growing Through Immigration Strategy.
- Conducts seminars and attends conferences in various regions of the world to promote Manitoba's business and lifestyle advantages to potential business immigrants.
- Manages participation in the Federal Immigrant Investor Program.

The Branch reports the following results:

- Branch staff participated in and/or conducted 14 conferences, meetings and missions promoting the province and its Business Immigration Program. Promotional missions were held in such countries as China, Hong Kong, Taiwan, South Korea, South Africa, Ireland, Netherlands, India, Jordan and Egypt to create and/or enhance awareness of our program and recruit investors.
- The PNP-B's overall activities has resulted in the increase of its number of approved applications by 24.5% over the previous fiscal year.
- Since the launch of the PNP-B, entrepreneurs who came to Manitoba through the program have made 242 initial business investments in Manitoba, with a total investment of over $116 million. In this fiscal year, 61 initial business investments were made totalling over $32 million.
- The Business Stream of the Manitoba Provincial Nominee Program alone has, since its inception, increased Manitoba's population by 2400 persons (principal applicants and their dependents).

10-2(d) Business Immigration and Investment

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	416	16.00	405	11	
Total Other Expenditures	107		128	(21)	
Total Expenditures	**523**	**16.00**	**533**	**(10)**	

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Total Grants/Transfer Payments	60		60	-	
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Total Other Expenditures	107		128	(21)	
Total Expenditures	**523**	**16.00**	**533**	**(10)**	

COMPETITIVENESS INITIATIVES

OBJECTIVES

The objectives of the Competitiveness Initiatives Branch are to champion, lead and deliver initiatives for: streamlining and improving the delivery of services and information to businesses; supporting economic development in the manufacturing sector; and advancing the productivity and competitiveness of businesses in Manitoba.

ACTIVITIES/RESULTS

Highlights of 2008/09

Streamlining and improving services for businesses

The Competitiveness Initiatives Branch is responsible for the province's *Single Window for Business* initiative, which is focused on making business services easier to find, easier to use and easier to understand, whether they are accessed online, in-person or by telephone. Within this context, the Branch is responsible for the Manitoba Business Portal ({ HYPERLINK "http://www.manitoba.ca/business" }), which provides client-centred access to the province's online business services and information. In 2008/09, the Branch worked with partner departments to update the content and services that are accessible through the portal. The Branch also undertook business requirements assessments for high priority single window services, including "smart search" and the "smart services directory" and took steps to implement these services within the portal. In addition, the Branch participated in the Sponsors Group for the Service Transformation and ICT Executive Coordinating Committee, which is responsible for major service transformation projects across the government.

The Branch is also responsible for implementing the BizPaL Program in Manitoba in partnership with the federal government, local governments and provincial departments. BizPaL is an online service that automatically generates a list of required permits and licences from all levels of government for entrepreneurs looking to start or expand a business in Manitoba. BizPaL supports small business development, rural economic diversification and the overall competitiveness of Manitoba businesses. In 2008/09, BizPaL was launched in the cities of Dauphin and Steinbach, the towns of Roblin, Gilbert Plains and Grandview, the rural municipalities of Dauphin, Gilbert Plains, Grandview, Ethelbert and Hillsburg, and the Village of Ethelbert, and preparations were carried out by the Branch for future launches in a number of other municipalities. In addition, the Manitoba BizPaL Office was established within the Branch and strategic and operational planning was carried out for the program. The Branch was also actively involved with the National BizPaL Partnership in 2008/09, participating on several committees and assuming the role of co-chair of the National BizPaL Steering Committee and the Sustainability Task Force.

The Branch also leads and coordinates service delivery partnerships in collaboration with other branches, departments and levels of government, with the goal of optimizing the use of provincial service delivery resources, including the province's vast network of Employment Manitoba Centres, Canada/Manitoba Business Service Centre Regional Access Sites and Growing Opportunities (GO) Offices. These service delivery partnerships strengthen collaboration within and between departments and help to improve the overall accessibility and value of the province's business information and services. In 2008/09, the Branch collaborated with other departments to develop training, technology and other strategies to support these service delivery partnerships, and partnered with Service Canada, the City of Brandon and provincial departments to deliver single window for business "service excellence" training to provincial, federal and municipal staff. The Branch also led the development of a province-wide strategy to enhance in-person service delivery to business clients in Manitoba, and championed the establishment of the first single window for business gateway in the Brandon Provincial Building, scheduled to be opened in 2009/10.

Manufacturing Sector Initiatives

The Competitiveness Initiatives Branch collaborates with industry and government stakeholders in Manitoba to develop and implement strategies and initiatives to promote productivity and competitiveness in the manufacturing sector. Activities in 2008/09 included leading a provincial team that is responsible for responding to the Manitoba Manufacturing Sector Economic Development Plan (MSEDP), which outlines a comprehensive set of recommendations

for industry and government to enhance the global competitiveness of Manitoba's manufacturing firms. Among other 2008/09 activities, the Branch provided support to the Manitoba Manufacturing Council and Steering Committee, which have been established to provide leadership and oversee the implementation of the MSEDP.

During 2008/09, the Branch led, in partnership with Canadian Manufacturers and Exporters – Manitoba Division, the manufacturing "direct response team" which was established in 2007/08 to facilitate timely communication and action between industry and the provincial government. In 2008/09, this initiative allowed the Branch to keep sector stakeholders abreast of changes to government policies and programs, and provided a means by which industry concerns were quickly transmitted to the province.

Other Initiatives

TheCompetitiveness Initiatives Branch also leads and coordinates other initiatives that aim to advance the productivity and competitiveness of businesses in Manitoba, and supports other branches and departments with analysis and policy and program development in this area.

In 2008/09, the Branch participated in several economic research initiaitives, inlcuding the *Western Canada Productivity, Competitiveness, Productivity and Potential* study carried out by the Conference Board of Canada. The Branch also provided support to the Winnipeg Chamber of Commerce *Selling Winnipeg to the World* inititiave.

10-2(e) Competitiveness Initatives

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	288	4.00	330	(42)	
Total Other Expenditures	96		99	(3)	
Total Expenditures	**384**	**4.00**	**429**	**(45)**	

CANADA-MANITOBA ECONOMIC PARTNERSHIP AGREEMENT

Under the Canada-Manitoba Economic Partnership Agreement (EPA), the governments of Canada and Manitoba continue to work together and in partnership with community stakeholders to promote and support long term sustainable economic development in Manitoba.

The EPA agreement, signed December 1, 2003, provides $50.0 million for programs and projects over five (5) years, made up of matching contributions of $25.0 million each from Canada and Manitoba towards to strategic priorities - Building our Economy and Sustainable Communities. As per the master EPA agreement, all funds under this program were approved as of March 31, 2008, and projects must be complete by September 30, 2009.

A renewed five (5) year Canada-Manitoba Economic Partnership Agreement, consisting of $50.0 million ($25.0 million provincial contribution, $25.0 million federal contribution) was signed January 22, 2009. This renewed EPA will focus on five (5) strategic priorites: Support Knowledge Based Research and Development; Increase Value-Added Production; Support Trade and Investment Promotion; Enhance Productivity and Competitiveness; and Promote Economic Development through Tourism Opportunities.

10-2(f) Canada-Manitoba Economic Partnership Agreement

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Other Expenditures	5,837		6,059	(222)	
Total Expenditures	**5,837**		**6,059**	**(222)**	

TRAINING AND CONTINUING EDUCATION

INDUSTRY AND WORKFORCE DEVELOPMENT

Industry and Workforce Development provides strategic direction, co-ordination and integration relating to fiscal responsibility, policy, and utilization of financial resources for the branches within the Division offering labour market development programming: Hydro Northern Training Initiative, Industry Training Partnerships, Apprenticeship, and Employment Manitoba (including the Canada-Manitoba Labour Market Development Agreement and the Canada-Manitoba Labour Market Agreement).

OBJECTIVES

Objectives of the Branch include the provision of centralized program, administrative and financial stewardship and support services to the IWD branches with respect to departmental priorities and goals. The Branch provides for financial co-ordination and support division-wide in assessing resource requirements and allocations to programs and branches, including direction and support in financial business planning, reporting, monitoring, policies, processes and procedures.

ACTIVITIES/RESULTS

Special project activities for IWD branches include preparation of briefing materials, financial analysis of Treasury Board documents, cash flow and public account variance explanations, administrative services and consultations, providing advice and information as well as co-ordination and support in the area of major initiatives and projects, including the Technical Vocational Initiative.

10-3(a) Industry and Workforce Development

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	376	5.00	341	35	
Total Other Expenditures	284		280	4	
Total Expenditures	**660**	**5.00**	**621**	**39**	

HYDRO NORTHERN TRAINING INITIATIVE

OBJECTIVES

The Hydro Northern Training Initiative manages and co-ordinates the Department's commitments, responsibilities and activities related to Manitoba's involvement in the Hydro Northern Training and Employment Initiative (the Initiative). The Initiative is a multi-year, multi-partner, $60.3 million northern training and employment strategy to prepare northern Aboriginal Manitobans for employment and other opportunities related to hydro electric development in the North.

Manitoba Competitiveness, Training and Trade is a partner in the Wuskwatim and Keeyask Training Consortium Inc. the legal entity established to administer and report on the combined resources to and activities of the Initiative. The Consortium includes Manitoba, Manitoba Hydro, the federal government and seven Aboriginal Training Partners.

ACTIVITIES/RESULTS

In 2008-09, the activities of the Branch included:

- Providing assistance and support to Aboriginal Partners in the effective development and delivery of multi-year and annual training plans.
- Providing planning and development services to Aboriginal Partners and other stakeholders related to education, training and employment activities.
- Co-ordinating with internal and external stakeholders, including Manitoba Hydro, the federal government, Aboriginal organizations, industry and educational providers to ensure effective partnership relations.
- Monitoring the Wuskwatim and Keeyask Training Consortium Inc and the Aboriginal Partners to ensure appropriate outcomes and accountabilities for effective and efficient delivery of the Initiative.

In 2008-09, Manitoba contributed $938.5 thousand to the Initiative's Annual Training Plan of $11.8 million. Manitoba's total contribution to March 31, 2009 is $9 million.

Outputs/Outcomes from 2001/2002- December 31, 2008

The training Initiative is Aboriginal-led in design, delivery and implementation of training. The Initiative provides for a continuum of training opportunities including assessment, upgrading, academic, technical training, professional and management training towards projected workforce estimates for construction and other employment opportunities of Wuskwatim and proposed Keeyask generating stations.

Since 2001/02, key investments have been made in adult upgrading, designated and non-designated trades training. There have been 2,927 successful interventions from 2,086 individual trainees participating in 5,118 training interventions. Success rates are in the range of 58% to 65%.

In the area of designated trades: 20 trainees have achieved journeyperson certification and there are currently 159 active apprentices. Of these, 103 are in Levels 1 - 4 and a further 56 are working towards their Level 1. Among the occupational trade training areas are carpentry, cooks, crane operators, electricians, heavy duty equipment technicians, ironworkers, plumbers, millwrights, and welders. There are 235 trainees in designated trades pre-employment programs who may continue into Apprenticeship training.

Over 135 trainees have participated in adult upgrading and Mature Student High School Diploma or College Prep to increase access to technical training.

Over 375 trainees have completed training in non-designated trades (truck driving, heavy equipment operating and labourer) and a further 66 trainees have completed training in Project Supports such as catering and security.

There are or have been 1,076 individuals in substainable employment during this Initiative. On-the-job training/employment is occurring both on and off reserve, but a high need exists for work experience for trainees to be successful.

Hydro Northern Training Initiative Branch focus is in the area of sustainable development includes the use of recycled paper, the use of re-manufactured toner cartridges, the promotion of double-sided copying and printing, and the promotion of teleconferencing.

10-3(b) Hydro Northern Training Initiatives

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	321	3.00	235	86	
Total Other Expenditures	89		50	39	1
Total Training Support	938		1,125	(187)	
Total Expenditures	**1,348**	**3.00**	**1,410**	**(62)**	

1. *Additional resources required to meet training needs.*

INDUSTRY TRAINING PARTNERSHIPS

OBJECTIVES

Industry Training Partnerships, operating as Industry Workforce Development (IWD), provides business and industry with integrated and co-ordinated consultation services for human resource planning and skills training development and delivery. This involves working in partnership with industry and labour to create high performance workplaces, achieve outstanding business results, and advance Manitoba's competitive position in the global market.

ACTIVITIES/RESULTS

IWD is the primary activity in the Province designed to support existing workers' training needs, a significant issue as the labour and skills shortage remains evident within Manitoba. Training, especially during this period of economic uncertainty, is important in building and upskilling Manitoba's workforce. It is even more critical in order to retain and prepare workers to fully participate as the economy improves. Improved labour productivity is integral for Manitoba business to prosper and remain globally competitive.

IWD has a mandate to promote private sector involvement and investment in human resource development and workplace training, and to link skill development with provincial economic development priorities. The Branch includes Industry-Wide Human Resources Planning Initiatives, Province-Wide Special Courses, Workplace Education Manitoba (Essential Skills), and Industry-based Prior Learning Assessment and Recognition (PLAR).

Through these program components, IWD partners with industry to assess training needs and to develop short and long-term training strategies to develop a skilled workforce for continued provincial economic growth. Over the past year, the Branch has re-profiled to oversee the continued development and expansion of provincial Sector Council activity, Essential Skills and Recognition of Prior Learning (RPL), and to support new activity related to workforce development, integrated Strategic Human Resource Solutions for Business, and industry expansion.

In June 2008, the Advisory Council on Workforce Development Act was passed. IWD administers the Act which builds on the success of Manitoba's Sector Councils by bringing government, industry and labour together to address workplace human resource issues including retention, recruitment and productivity. The Minister appointed Advisory Council, consisting of government, industry, labour and education representatives, will provide information and advice to the Minister regarding government policies and strategies for developing Manitoba's workforce.

The Branch has also been developing a Strategic Human Resource Solution for Business team to assist companies that are struggling with complex human resource issues that require a comprehensive approach to needs assessment and analysis. This customized value-added service, to be implemented in June 2009, will provide links to and leverage investment from a range of services, programs and supports that are available from both government and other organizations.

By administering the Industry and Labour Force Investment Fund, IWD also provides support to companies wanting to relocate or expand their businesses in Manitoba, or who are needing to upskill their workforce in order to remain competitive.

As a part of the Province's commitment to sustainable development, IWD promotes a training culture that supports continuous learning in partnership with business and industry. Human Resource Plans, courses and workshops continue to incorporate economic, environment, health and well-being, and cost-effective measures to expand the effectiveness of Manitoba's existing workforce. As well, the Sectoral Model encourages partnerships with industry, business, labour and government to reduce duplication of activity and costs and encourage joint planning, information sharing and decision making. The promotion of PLAR reduces the length of training by recognizing skills, prior knowledge and abilities. Finally, by providing on-site essential skills training in industry, productivity goals are increased.

Industry-Wide Human Resources Planning Initiatives

Industry-wide human resource development initiatives are designed to expand the base of employers investing in

training by developing partnerships with provincial Sector Councils to encourage long range human resource planning within economic sectors. Sector Councils assist firms to be more flexible in meeting changing competitive demands. By brining together corporate executives, owner-operators of small firms, employees, labour, educators and government representatives, Sector Councils provide a practical perspective on change. Ultimately, Sector Councils help employers and workers by creating human resource development solutions that are tailored to a sector's needs. Three sets of initiatives are emphasized: human resources planning agreements; industry-specified training initiatives; and human resource studies.

This year 11,553 new and existing employees participated in training through agreements with 16 provincial Sector Councils and the Manitoba Sector Training Network, involving provincial, Canada-Manitoba Labour Market Agreement and Canada-Manitoba Labour Market Development Agreement funds administered by IWD. These dedicated human resource development/training organizations represent the following priority sectors: aerospace, aviation, life sciences, manufacturing, tourism, food processing/agri-business, environmental, information and communication technology, customer contact centres, film and audio recording, new media, and the arts and cultural industries. New Sector Councils have been established and developed in the print, construction and northern region (mining, forestry, and energy) sectors.

Highlights of these initiatives included:

- industry driven skills training programs to address skill shortages;
- industry/education linkages and new course development with local institutions to develop strategies for long-term workforce development;
- focused training and upgrading of existing workers in new technology, business processes and quality to meet international standards.
- demonstrated skill development;
- significant leveraged investment by industry; and
- the successful demonstration of the results of industry training initiatives.

Representatives from these Sector Councils have formally established the Manitoba Sector Training Network (MSTN) to support Sector Council activity and to assist with cross-sectoral human resources development. IWD, in a collaborative partnership between provincial and federal governments, industry and labour, has established an innovative centre – 1000 Waverley – to provide cost effective human resource training program solutions as well as a state of the art training facility. 1000 Waverley currently houses MSTN, several of the provincial Sector Councils, as well as the Workplace Essential Skills Training Centre.

Province-Wide Special Courses

Province-Wide Special Courses are designed to develop the skilled workforce required to support industry's drive to continually upgrade and innovate. This year training initiatives, in the form of workshops, seminars and courses, were developed and delivered to approximately 2,447 participants. This activity was delivered by a range of private and public sector trainers and consultants who were selected because they are acknowledged experts in their fields and practice performance based, outcome-oriented training.

Workshops in areas such as Management and Leadership, Balanced Scorecard, Workplace Wellness, Lean Thinking and Quality and Excellence were created in response to current industry trends and concerns. Many of the workshops developed and delivered in partnership with the Manitoba Quality Network, the Certificate in Management Development for Organizational Effectiveness and the Certificate in Leadership Development programs, are eligible for credit in the University of Manitoba's management certificate programs.

All courses supported by Province-Wide Special Courses are offered in partnership with industry-serving associations such as the Manitoba Quality Network, the Manitoba Sector Training Network, and the Workplace Education Manitoba Steering Committee. By working in partnership with these organizations, the program ensures small and medium-sized companies have access to training at a reasonable cost and within a practical time frame.

Workplace Education Manitoba (Essential Skills) and Industry-Based Prior Learning Assessment and Recognition (PLAR)

Essential Skills are the reading, writing, numeracy, communication, teamwork, thinking, learning and computer skills required to successfully perform in the workplace and open the door to other types of training for further advancement. Prior Learning Assessment and Recognition (PLAR) is a process that identifies and documents skills and knowledge gained in formal or informal settings. PLAR has been re-named to Recognition of Prior Learning (RPL) to better represent the full scope of related activities.

IWD, in partnership with the Workplace Education Manitoba Steering Committee (WEMSC) and the Workplace Prior Learning Assessment and Recognition (WPLAR) Committee, continues to lead other provincial jurisdictions in offering workplace-based ES and PLAR solutions to business, labour and industry. IWD provides coordination and expertise, with a focus on the development and delivery of workplace ES training, industry-based prior learning assessment projects and practitioner development, and specific training events for workplace literacy co-ordinators and instructors.

This year, workplace ES and RPL programs, funded by companies, unions and the provincial government, were developed and delivered for approximately 2,330 employees. In addition, major projects were sponsored by the Workplace Education Manitoba Steering Committee, through Human Resources and Skills Development Canada. These projects were related to sector-specific essential skills studies, promotion and awareness raising, curriculum development, and workplace instructor training.

In September 2008, the Workplace Essential Skills Training (WEST) Centre was opened. This Centre offers non-credentialed gap training in support of government pre-employment training and business needs including the assessment and documentation of client skills. It also offers training solutions for diversity needs, houses a resource library and provides expert supports to business and labour. In addition, a satelite drop-in centre – aWEST, focused on apprenticeship training, was opened in November 2008. In approximately 6 months, WEST has provided 90 organizational needs assessments, developed 29 workplace training curricula, and provided assessment and training and ES information to over 10,500 individuals.

IWD, continues to develop and deliver the innovative Igniting the Power Within awareness and certification training events focusing on ES and RPL for Aboriginal counselors from rural communities to enable them to assist in documenting the skills and experience of workers across Manitoba. This program is a partnership with First Nations and Metis organizations that provides certification training in Essential Skills and RPL for first-point-of-contact advisors and counsellors in Aboriginal communities. Approximately 800 certificates have been issued over the past couple of years, and other sectors, ranging from industry to corrections, are requesting training. Portfolio development is proving to be a successful tool in assessing an individual's literacy level, self management and job readiness.

IWD, in partnership with WEMSC and the Northern Manitoba Sector Council, has also been developing the Northern Essential Skills Training Initiative and the Forestry and Mining Training and Workforce Retention Initiative. These initiatives, with support from the federal government's Community Development Trust, will help workers in northern communities adjust to the current economic downturn. The initiatives will address skill shortages, up-skilling or re-skilling opportunities, assist northern apprentices entering and/or completing apprenticeship programs, and prepare northerners for opportunities in their communities as the economy improves.

10-3(c) Industry Training Partnerships

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	581	8.00	594	(13)	
Total Other Expenditures	200		103	97	1
Total Training Support	1,029		1,045	(16)	
Total Expenditures	**1,810**	**8.00**	**1,742**	**68**	

1. *General operating costs were higher than budgeted*

APPRENTICESHIP

Apprenticeship Manitoba is responsible for the administration of The *Apprenticeship and Trades Qualifications Act*, the *Apprenticeship and Trades Qualifications General Regulation*, the *Apprenticeship and Trades Qualifications Fees Regulation*, the *Appeals Procedure Regulation*, and Apprenticeship programs for over 50 trades and their regulations under the Act. Apprenticeship Manitoba coordinates the training and qualifications system that delivers accredited, structured, workplace-based skills and technical training to apprentices, leading to journeyperson certification.

Apprenticeship Manitoba promotes trades training and certification to industry standards; co-ordinates information and planning for the designation of new trades; develops competency standards and curricula in co-operation with Manitoba industry and other provincial/territorial apprenticeship systems; processes requests for the accreditation of training programs to designated trade standards; assists under-represented groups to access apprenticeship training; counsels on trades careers and certification matters; and performs other essential support services to facilitate apprenticeship training and certification.

The Executive Director of Apprenticeship is the Secretary to the Apprenticeship and Trades Qualifications Board, and is the main point of contact for inter-provincial and pan-Canadian apprenticeship initiatives. The Executive Director is responsible for consulting with industry, represents Manitoba at the Canadian Council of Directors of Apprenticeship (CCDA) and the Canadian Apprenticeship Forum (CAF).

The **Client Services and Operations Unit** receives applications for apprenticeship, registers apprenticeship agreements between apprentices and employers, monitors practical skills training at the job site, and arranges for apprenticeship technical training delivery, examinations and certifications. The Unit participates in the promotion and marketing of the Apprenticeship Program and the Senior Years Apprenticeship Option (SYAO).

A total of 2,171 apprentices were newly registered during the 2008/09 fiscal year and as at April 1, 2009 there were approximately 7,462 active apprentices registered in the apprenticeship system. This represents an increase of 17% over 2007/08, and a 101.5% increase over the 1999/00 baseline year.[1] As at April 1, 2009 the number of apprentices who attended technical training in 2008/09 was 3,767, which is a 24.1% increase over the 2006/07 baseline year.[2] Regulated tuition fee revenue generated approximately $864.7.

The number of female apprentices increased 9% this year to 869; women constitute 12% of all active apprentices, largely due to their participation in the Hairstylist, Esthetician, Cook and Pork Production Technician trades. The number of Aboriginal apprentices decreased 2.8% to 1,293 in 2008/09; Aboriginals constitute 17% of all active apprentices.

1,659 Hairstylist, Esthetician and Electrologist authorizations to practice were renewed in 2008/09. Regulated fees for renewals generated approximately $133.1.

The **Program Standards Unit** develops, revises, and secures industry approval of apprenticeship training standards, apprenticeship level tests, examinations, and provincial occupational analyses. It oversees Manitoba's contributions to interprovincial examinations, Interprovincial Program Guides, and the National Occupational Analyses (NOA) series. The Program Standards Unit processes requests for the accreditation of training programs from public schools, community colleges, unions and associations, and accredits those programs that meet designated trade standards. The Unit also makes course content comparisons for the recognition of trades training programs delivered by non-accredited providers and by other jurisdictions. The Unit administers level examinations and trade certification examinations to apprentices and candidates with demonstrated related work experience. In 2008/09, 917 people received Certificates of Qualification at the completion of their apprenticeship training, and 187 experienced trades practitioners were certified through the Trades Qualifications process.

Apprenticeship Manitoba participates in the Interprovincial Standards "Red Seal" Program, which establishes common standards in over 50 skilled trades across Canada. Thirty-nine of Manitoba's 57 designated trades participate in the

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1 This calculation is based on the number of active apprentices at the start of fiscal year 1999/2000 compared to the number of active apprentices at the end of the fiscal year 2008/09.

2 The baseline year is set at 2006/07 because it was the fiscal year preceding the Government's commitment to add 4000 new technical training spaces. This calculation is based on the number of registered apprentices attending in-school technical training at the start of fiscal year 2006/07 compared to the number at the end of the fiscal year 2008/09.

Interprovincial Standards "Red Seal" Program. Certificates of Qualification, with a Red Seal endorsement affixed, are issued when a candidate attains a mark of 70% or higher on Red Seal examinations. The Red Seal endorsement is recognized by all Canadian jurisdictions. The Program Standards Unit coordinates Apprenticeship Manitoba's Red Seal activities and other interprovincial activities.

The **Policy Unit** is responsible for apprenticeship legislation and regulation research and analysis, and for general policy research and development. The Unit also provides support to Apprenticeship Manitoba, the Apprenticeship and Trades Qualifications Board, Provincial Trade Advisory Committees (PTACs), and Industry Working Groups (IWGs). The Unit also provides support for corporate initiatives and is the liaison with other branches of government where there are linkages with training, economic, education, labour and social policies.

The **Finance and Administration Unit** is responsible for administrative services, financial control systems, information technology systems support, and preparation of the annual estimates and budgetary information for Apprenticeship Manitoba. In 2008/09, the Unit continued to apply a financial framework for costing of technical training delivery which improves the cost-effectiveness of delivering technical training in northern communities and at all three community colleges. The Unit uses a rational model for technical training course purchase processes that has improved communications with, and services to, Apprenticeship Manitoba's contracted technical training providers.

Promotion of Apprenticeship to Youth

Apprenticeship Manitoba's Field Operations Unit co-ordinates the Senior Years Apprenticeship Option (SYAO). The SYAO allows students who have completed Grade 9 or are at least 16 years old to become registered apprentices and earn both practical experience credit for apprenticeship and academic credit. The SYAO is a school-to-work transition model that links education to employment. It provides an access route to continued apprenticeship training in many trades. As at April 1, 2009, a total of 732 SYAO apprentices were enrolled in the program.

During 2008/09, Apprenticeship Manitoba continued to be responsible for the administration of the CareerFocus wage subsidy program for SYAO apprentices. The integration of the CareerFocus and SYAO programs continues to improve services to apprentices.

Apprenticeship and the Aboriginal Community

In 2008/09, Apprenticeship Manitoba continued its efforts to respond to the training needs of the Aboriginal community. In fiscal year 2008/09, one section of Carpenter (Level 2) was delivered in both The Pas (UCN) and Nelson House (UCN), one section of Carpenter (Level 4) was delivered in Lake Manitoba First Nation (RRC), and one section of Cook (Level 1) was delivered in Nelson House (RRC).

Essential Skills and Prior Learning Assessment and Recognition (PLAR)

Apprenticeship Manitoba continues to implement new components of its Essential Skills strategy to ensure that apprentices and trades qualifiers enjoy maximum success on the job and in technical training. Diagnostic, trade-specific assessment packages are available to trained essential skills referral counselors and assessment administrators in 13 trades. To support the assessment implementation, workshops are being delivered to educational partners to increase assessment capacity, to ensure the appropriate use of the assessment instruments and to ensure the educational partners are made aware of the upgrading needs of apprentices and trades qualifiers.

Apprenticeship Manitoba has entered into a working partnership with aWEST (apprenticeship Workplace Essential Skills Training). aWEST assesses and provides essential skills upgrading for a culturally diverse population of tradespeople and is the official Apprenticeship workplace essential skills provider for Manitoba apprentices and trades qualifiers.

The Apprenticeship and Trades Qualifications Board

The Apprenticeship and Trades Qualifications Board is established by The *Apprenticeship and Trades Qualifications Act* and is appointed by the Minister of Competitiveness, Training and Trade. It represents industry and public interest in the Apprenticeship system. The Board appoints Provincial Trade Advisory Committees (PTACs), and receives and reviews recommendations from the PTACs respecting trade regulations, training standards, examinations and certification standards. Apprenticeship Manitoba provides technical, administrative and financial support to the Board and PTACs.

The Minister, on recommendation of the Apprenticeship and Trades Qualifications Board, approves all new and amended trade regulations under the *Apprenticeship and Trades Qualifications Act*. During 2008/09, the Board and Minister introduced updated regulatory provisions for the trades of Landscape Technician, Partsperson, Sprinkler System Installer, Industrial Mechanic (Millwright), Plumber, and Steamfitter-Pipefitter. There was also an amendment to the *General Regulation*.

Through the PTACs, Manitoba industry advises on the regulation of, and content standards for, apprenticeship training and certification in their respective trades. Additionally, PTACs validate training standards and examinations. PTAC members are appointed by the Board. There were 39 meetings of the 46 PTACs in 2008/09.

Apprenticeship Manitoba coordinates the participation of PTACs in program development work. Program development involves defining the scope of a trade, reviewing (or developing) the occupational analysis for the trade, developing technical training standards, and developing and validating unit tests, placement tests, provincial certification examinations, and practical certification examinations. The Board reviews and approves each PTAC's program development efforts. In 2008/09 program standards were approved for 6 trades, including CNC Machinist, Power Electrician, Construction Electrician, Industrial Electrician, Motor Vehicle Body Repairer, and Gas Turbine Engine Maintenance Technician.

Apprenticeship Futures Commission (AFC)
In working to implement the recommendations of the AFC, Apprenticeship Manitoba has undertaken several initiatives in 2008/09, as follows:

- Research on international and domestic governance models was conducted in order to develop a new board governance model for Apprenticeship Manitoba and a presentation of the draft Bill was presented to Legislative Review Committee on March 10, 2009.
- Apprenticeship Manitoba has engaged a consultant to undertake a service transformation strategy for enhancement to the apprenticeship system to create the environment, structure, systems and processes that will result in improved service delivery to our clients. The planning, current state validation, and visioning stages have been completed, while strategic planning and development of the transformation roadmap is ongoing and will be completed in the next fiscal year.
- Apprenticeship Manitoba is working with a marketing communications agency to develop and implement a public promotional and educational campaign to enhance the understanding of the apprenticeship system as well as to improve the image of the skilled trades in Manitoba.
- In order to harmonize the legislation, regulations, and processes related to apprenticeable trades Competitiveness, Training and Trade (CTT) and Labour and Immigration have begun developing processes to support the transfer of enforcement responsibilities and to define operational responsibilities.
- Apprenticeship Manitoba is continuing to collaborate with Manitoba Education Citizenship and Youth (MECY) and Advanced Education and Literacy (AEL) to promote a framework of 'career pathing and laddering' within the broader education system in Manitoba. In 2008/09, Apprenticeship Manitoba also worked with University College of the North on developing a Bachelor of Science in Technology Management, and is contributing funding towards a new Bachelor of Technology in Construction Management announced by Advanced Education and Literacy and Red River College.
- Discussions and joint planning are underway between CTT and Labour and Immigration on 11 potential projects to significantly increase the participation of underrepresented groups in the apprenticeship system in Manitoba (new Canadians, women, and disabled), including a potential Integrated Service Delivery Model, research on foreign credential assessment and recognition processes, research and development for awards and marketing of immigrants in the trades.
- The Apprenticeship and Trades Qualifications Board has approved the incorporation of journeywork units in all trades to enhance the overall quality of on-the-job training, continuous updating of journeyperson knowledge, mentoring, and supervisory skill development.
- The amendment to the *General Regulation* enacted on February 5, 2009 reinstated the 'designated trainer' provision to allow for greater flexibility for on-the-job training while meeting the learning needs of the apprentice and protecting the integrity of the trade.
- In response to the need for a strategy to increase awareness and promote trades as careers to junior and high school students, a Senior Years Apprenticeship Option (SYAO) Action Plan Working Group was formed, and their plan was approved in the fall of 2008. Their recommendation to establish minimum wages for SYAO apprentices was included in the February 2009 amendment to the *General Regulation*, and the March 2009

provincial budget contained financial incentives for SYAO grads to apply against the tuition costs of full time apprenticeship technical training.

Technical Vocational Initiative

The original Technical Vocational Initiative (TVI), a joint initiative between MECY and MAEL, began in April 2004 to revitalize technical vocational education in Manitoba. In 2007, TVI was renewed for four years (2007-2011) and also became part of a third department, Competitiveness, Training and Trade. A core objective of the Initiative is to address labour market needs, as reflected in the existing and growing skilled labour shortage. From a broader perspective, TVI is part of an effort to offer Manitobans a comprehensive continuum of technical vocational education and training pathways that are universally accessible, seamless across education levels, synchronized with labour market needs and career focused. The renewed TVI continues to build on the successes achieved in relation to the six Pillars of Action, namely:

- to improve the image of vocational careers;
- to enhance awareness of technical vocational programming and trade related opportunities;
- to ensure relevance to labour market needs;
- to facilitate program articulation between high schools and colleges;
- to develop strategies to address technical vocational teacher currency and shortages; and
- to increase funding to support technical vocational equipment upgrades.

The expected outcomes of the TVI are to have:

- increased student enrolment rates in high school and college technical vocational programs;
- increased graduation rates from high school and college technical vocational programs;
- increased transition rates from high school to college technical vocational programs;
- increased employment rates into technical vocational careers; and
- increased community capacity to address skilled labour shortages, allowing for greater provincial competitiveness in industry sectors.

Operations: A core three person staff is responsible for carrying out the day-to-day activities of the unit and to develop appropriate strategies and action plans for the Action Pillars. An executive director provides leadership and direction to ensure action and progress on the Action Pillars, reports on TVI activities and plans, and liaises with a broad range of stakeholders and groups to solicit support and co-operation for the goals of the Initiative.

The TVI consultant provides ongoing, regular contact with the field and monitors the progress of projects and the status of TVI supported activities, and is responsible for providing action plans and status reports.

The team is complemented by one administrative support staff who tracks expenditures and provides overall administrative support.

Activities: TVI has initiated various activities related to each of the Action Pillars. Most of these activities are ongoing or multi-year.

Image: TVI works with schools, colleges, businesses, industry, labour and department partners MECY, MAEL, and MCTT - Apprenticeship Branch to promote a more positive and accurate image of trades and technical vocational education.

The Technical Vocational Initiative:

- Presents to educational stakeholder groups: participates at Rotary Career Symposium, Brandon Career Fair, Brandon Rural Forum, EastMan Career Fair, Red River College Career Day, Northern Aboriginal Festival and Community Awards, University College of the North Career Expo and Job Fair; Tri-College Apprenticeship Forum
- Sponsored the Manitoba Association of Parent Councils (MAPC) Conference (2007);
- Created and distributed Technical Vocational Initiative Essential Skills classroom posters to Grades 8 - 12 classes throughout the Province; and
- Attends and participates in the Northern Aboriginal Festival and Community Awards and the Thompson Career Fair.

Awareness: Many awareness activities are linked to image activities, including Demonstration Projects, presentations and promotional activities. The "Lessons Learned" project committee promotes networking opportunities, assesses project impact, and facilitates information dissemination.

The Technical Vocational Initiative:

- In partnership with MECY's Instruction, Curriculum and Assessment Branch, provided the "New Real Game" online career tool to over 300 Manitoba schools and also sponsored professional development for teachers.
- Was a key partner providing a two day career development in-service with Phil Jarvis in Frontier School Division in March 2008.
- Promotes the Senior Years Apprenticeship Option (SYAO): with ongoing TVI strategic and financial support (Demonstration Project Funding) to schools, SYAO continues to grow. The number of students enrolled in the program as of spring 2008 is approximately 700. This is nearly a 400% increase over the past four years.
- Web site, available at www.edu.gov.mb.ca/tvi provides current information on relevant activities:
  - equipment and demonstration project information;
  - access to various documents; and
  - links to related, relevant sites.

Program relevance and currency:

- To ensure that curricula are current and relevant to students, business, industry and general labour market needs, twelve programs are under review: Automotive Technology, Commercial Food Services, Building Construction, Hairstyling, Health Care Aide, Autobody, Welding, Electrical, Electronics, Drafting, Information Technology and Media Production. Notable features in the new curricula will be an identifiable emphasis on essential skills, sustainable development and safety units.
- TVI will provide an online teaching resource (CDX On-line) for all automotive programs in the Province. A two day training session for instructors will be held in May 2008.
- CATIA (Computer Aided Three Dimensional Interactive Application) Project: CATIA is a multi platform Computer Assisted Design/ Computer Assisted Manufacturing/ Computer Assisted Engineering commercial software suite used for product development through conceptualization, design, manufacturing and analysis. The Technical Vocational Initiative sponsored CATIA project is well underway. The overall project objective is to provide innovative, state-of-the-art design engineering learning opportunities for Manitoba youth. There are currently ten schools from throughout the Province involved in the project. Red River College, Assiniboine Community College and the Faculty of Engineering at the University of Manitoba are partners in the project. In conjunction with Dassault Systeme, Re-engineering Australia (REA) and Engineering.com, TVI was able to provide participating schools and colleges with state-of-the art design software with a commercial license value of approximately $7.5 million. TVI continues to work closely with REA on the development, training and implementation of this project, a first in Canada.

Articulation: a program articulation framework template has been developed to facilitate the effective articulation between secondary and post-secondary programming.

Vocational teacher currency and shortages: TVI promotes, funds and conducts professional development activities that help maintain and/or enhance vocational teacher effectiveness, awareness of, and currency with industry and trade developments. TVI continues to support strategies to remove barriers and disincentives to trades people considering entering the teaching profession.

Equipment and Professional Development: for equipment upgrades and associated professional development

2004/2005	Awarded $664,100 to 17 schools across the Province for equipment upgrade purchases and $35,300 for associated professional development.
2005/2006	Awarded $639,200 to 39 vocational schools across the Province for equipment upgrade purchases and $59,000 for associated professional development.
2006/2007	Awarded $599,600 to 29 vocational schools across the Province for equipment upgrade purchases and

$55,000 for associated professional development.

2007/2008 Awarded $599,700 to 27 vocational schools across the Province for equipment upgrade purchases and $61,000 for associated professional development.

Demonstration Projects: to address one or more of the Technical Vocational Revitalization Pillars of Action

2004/2005 Awarded $205,000 to 16 schools/divisions.

2005/2006 Awarded $300,000 to 28 schools/divisions, 12 continuing and 16 new projects.

2006/2007 Awarded $298,000 to 27 schools/divisions, 12 continuing and 15 new projects

2007/2008 Awarded $464,000 to 20 schools/divisions, 3 continuing and 17 new projects.
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Committees:

The TVI sponsors and participates in a number of committees.

- Technical Vocational Education Advisory Committee (TVEAC): is a twenty-one member committee representing eighteen stakeholder groups, including colleges, Manitoba Teacher's Society parent councils, vocational and industrial arts teachers, school administrators, labour, business and industry, aboriginal education and Apprenticeship.
- Lessons Learned Committee: brings together school/division project leaders to share demonstration project status, impact and lessons learned.
- Program Review Committees: The Committees review technical vocational program curricula for articulation agreements and develop recommendations and templates to facilitate the process.
- Safety Co-ordination Committee – TVI sponsored safety co-ordination event for work experience co-ordinators and supervisors, held in Carman in March, 2008.
- Technical Vocational Leadership Council – comprised of vocational school administrators; TVI is a member of this group
- Professional Learners Group – a TVI Demonstration Project sponsored a group of Senior Years Apprenticeship Option (SYAO) co-ordinators and supervisors from across Manitoba. The group provides networking, information sharing, problem solving opportunities for members and a single voice for dealing with outside bodies. TVI is a regular participant at meetings.
- Career Development Initiative – provincial CDI links with a number of TVI initiatives related to career development and awareness. TVI is represented on steering and sub-committees.{ FILENAME \p }

10-3(d) Apprenticeship

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	3,531	59.00	3,623	(92)	
Total Other Expenditures	1,955		2,017	(62)	
Total Training Support	5,727		5,994	(267)	
Total Expenditures	**11,213**	**59.00**	**11,634**	**(421)**	

EMPLOYMENT MANITOBA

Employment and Training Services (ETS) programming is focussed on assisting Employment and Income Assistance (EIA) recipients and other low income Manitobans to prepare for, find and keep sustainable employment while addressing the workforce requirements of Manitoba employers and communities. ETS programs and services are described below.

The ETS programming is administered by Employment Manitoba and is delivered along with Labour Market Agreement (LMA) programming which is similar in nature. LMA programs enhance the labour market participation of individuals by assisting them to prepare for entry to, or return to, employment or to otherwise obtain or keep employment or maintain skills for employment. These programs also assist Manitoba employers/communities to develop the skills of their work/labour forces by increasing their capacity to conduct work/labour force planning and skills assessment and development. Employment Manitoba also has primary responsibility for design and delivery of programming funded under the Labour Market Development Agreement (LMDA).

Employment Manitoba's vision is to be Manitoba's first resource for building a dynamic and diverse workforce, responsive to the changing needs of the labour market. Working within the context of Manitoba's labour market, Employment Manitoba assists over 30,000 individuals each year in defining and achieving their employment goals by delivering programs, services and resources directly, and by creating partnerships with community stakeholders. Employment Manitoba works with employers and business to help address their workforce development and adjustment requirements.

Direct Employment Services
Staff in Employment Centres located throughout Manitoba are responsible for co-ordinating, developing, and maintaining a range of employment services, including support for skills training, to prepare Manitobans for employment. Employment Manitoba staff work with employers and community organizations to facilitate employment opportunities. Activities available to individuals in Employment Manitoba Centres include employability and prior learning assessment, employment counselling and support for and referrals to: job readiness training; job placement; work placement with wage assistance; skills training; pre-employment skills training; and literacy upgrading.

Skills Development
This program provides skills training opportunities to Employment and Income Assistance recipients in high-demand occupations or occupational areas experiencing skill shortages, either through direct support to individuals or through community based organizations under contract with Employment Manitoba to deliver programming.

National Child Benefit
Under the NCB program, skills training opportunities, in high-demand occupations or occupational areas experiencing skill shortages, are provided to low income Manitobans.

Taking Charge!
Taking Charge provides skills training opportunities, in high-demand occupations or occupational areas experiencing skill shortages, to women.

New Careers North
Employment Manitoba partners with employers, community organizations, and federal and local governments to design, develop and provide funding support for skills training projects that meet the unique and diverse needs of northern communities. Support is also available to eligible individual clients.

Community-Based Employability Projects
This program provides funding to non-profit, community-based organizations to operate training and employment projects for income assistance clients with disabilities. Project activities include life skills training, pre-employment preparation and on-the-job work experience leading to employment.

Employment Partnerships
Funding is provided to Manitoba employers and community training partners to support the development and implementation of job-specific, workplace-based training that is tailored to the needs of the employer and addresses the skill development and employment needs of income assistance clients. Program activities may include pre-employment preparation, job-specific skills training, and on-site (hands-on) training.

Wage Subsidies
Wage subsidies assist unemployed Manitobans to gain sustainable employment through direct work experience. Wage subsidies can help unemployed people in receipt of income assistance to gain experience to secure long-term employment. Program activities include referral and pre-screening services to assist in matching employers with workers; job trials to test employee/employer fit prior to making a hiring commitment; and wage subsidies to offset the cost of training and hiring new workers.

Community Partnerships Projects
Under this program, Employment Manitoba contracts with non-profit, community-based organizations to develop and deliver employability skills training and/or work experience placements that prepare income assistance clients for employment. Activities may include employability assessment, pre-employment preparation, academic/literacy training, on-the-job work experience and employment placement.

Floodway Training Initiatives
Working with Manitoba Floodway Authority, Employment Manitoba develops the infrastructure to train Aboriginals, women, persons with disabilities and visible minorities for employment opportunities related to the expansion of the Red River Floodway and thereby contribute to meeting the future needs of skilled labour and the development of a more representative workforce in Manitoba.

Canadian Agricultural Skills Service
In partnership with the Department of Agriculture, Food and Rural Initiatives and Agriculture and Agri-Food Canada, Employment Manitoba provides funding and assistance to eligible farmers and their spouses or common-law partners to develop knowledge and abilities to enhance farm productivity or to supplement their farm incomes.

Job Referral Service
Employment Manitoba collects applications from qualified job seekers and provides employers with qualified workers for employment opportunities created by the construction of three hydro generating plants in Northern Manitoba and the Manitoba Floodway Expansion.

ETS 10-3(e) and LMA 10-3(h) Projected Results by Programs, 2008/09

PROGRAM	Clients Served* (New Services) Projected	Actual
DIRECT SERVICES		
Direct Employment Services	1,350	1,127
Skills Development	300	456
ETS	-	345
LMA	-	91
PARTNERSHIPS:		
New Careers North	150	72
Community-Based Employability Projects	N/A	N/A
Employment Partnerships	50	61
ETS	-	34
LMA	-	27
Wage Subsidies	75	74
ETS	-	61
LMA	-	13
National Child Benefit Employment Program	350	416
Community Partnerships Projects	200	291
Taking Charge!**	150	27
Floodway Training Initiative	40	24
Canadian Agricultural Skills Service (CASS)***	400	143

Job Referral Service (JRS) Registrations	-	-
Floodway Registrations	300	180
Wuskwatim hydro dam	1,000	1,297

** Clients with Service Start Dates between April 1, 2008 and March 31, 2009 as at April 17, 2009. Active and Closed Cases only. Active, Complete and Terminated Services only.*
*** The majority of Taking Charge! Individualized Skills Development clients are included in "Skills Development" for 2008/09 Actuals.*
**** Number of applications to CASS (includes all clients who received any level of service through a CASS service provider. A total of 107 clients had an Individual Learning Plan approved.*

10-3(e) Employment Manitoba

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	4,613	82.20	5,735	(1,122)	1
Total Other Expenditures	2,318		2,714	(396)	
Total Training Support	6,291		8,090	(1,799)	2
Less: Recoverable from Family Services	(201)		(300)	99	
Total Expenditures	**13,021**	**82.20**	**16,239**	**(3,218)**	

1. *Under expenditure due to unbudgeted vacancies.*
2. *Training supports required less than budgeted.*

Canada-Manitoba Labour Market Development Agreement

The Canada-Manitoba Labour Market Development Agreement (LMDA) is the mechanism through which Manitoba receives funding from the Government of Canada Employment Insurance (EI) Account to support labour market programming. Employment Manitoba has primary responsibility for design and delivery of programming funded under the Labour Market Development Agreement (LMDA). Labour Market Agreement (LMA) and Employment and Training Services (ETS) programming is also administered by Employment Manitoba.

Employment Manitoba's vision is to be Manitoba's first resource for building a dynamic and diverse workforce, responsive to the changing needs of the labour market. Working within the context of Manitoba's labour market, Employment Manitoba assists over 30,000 individuals each year in defining and achieving their employment goals by delivering programs, services and resources directly, and by creating partnerships with community stakeholders. Employment Manitoba works with employers and business to help address their workforce development and adjustment requirements.

Service Needs Determination/Employment Counselling
Service Needs Determination is used to assess an individual's requirement for employment and/or training services and programs and temporary income support. It also refers individuals to other appropriate services. Participants may complete a service needs questionnaire to assess job readiness. Staff may determine participants' EI eligibility status, and refer job-ready participants to job search resources, and non job-ready clients to employment counselling.
Employment counselling activities include in-depth assessment of employment barriers, skills and strengths including prior learning, and the development of a mutually agreed upon employment plan. Counsellors negotiate the level of financial support with the client and follow up to evaluate results and reassess the plan.

Labour Exchange
This service provides an information exchange on available job and training opportunities to assist in linking unemployed individuals with work opportunities while assisting employers in recruiting qualified employees. Information is taken continuously, updated daily and is available in electronic and written formats. Information is disseminated through self-serve information products including Job Bank kiosks, the Internet, and the Electronic Labour Exchange.

Labour Market Information
Labour market information is gathered, analyzed, produced and disseminated regarding local, provincial and national labour market trends and conditions to help unemployed individuals in their job search, workers in their career development activities, employers, students, governments and training providers. Primarily, the federal and provincial Labour Market Information units gather information. Employment Centre staff also gather local information. Information is disseminated in electronic and written formats in a timely fashion.

Employment Partnerships
This program provides funding to enable communities, sector associations and employers address labour force development needs while assisting eligible EI insured individuals to gain sustainable employment. Program activities may include pre-employment preparation, job-specific skills training, and on-site (hands-on) training.

Skills Development
Skills Development is designed to assist eligible EI insured clients to obtain skills training/apprenticeship training and/or upgrading to facilitate sustainable employment. Skills grants are available to provide financial assistance to eligible clients for skills training. Grant levels are determined through negotiated financial assistance as part of the mutually developed employment plan. Skills loans allow participants timely access to student loans via Employment Manitoba Employment Centres (administered through Manitoba Student Aid). These loans are intended to be an affordable means for clients to access funds to cover their contribution to the mutually developed employment plan.

Self Employment
Self Employment is designed to assist eligible EI insured individuals to create jobs for themselves by starting a business. The Self Employment program is administered by local sponsors who will: evaluate the individual's business idea, assess whether the individual is a suitable candidate; provide coaching in business plan development and implementation; offer advice and support; and direct the participant to other supports as needed. Candidates must be prepared to contribute money, work or equipment toward the business.

Wage Subsidies
Wage Subsidies assist eligible EI insured individuals to gain sustainable employment by providing financial assistance for direct work experience.

Employment Assistance Services
Employment Assistance Services assist all unemployed Manitobans to prepare for, find and keep jobs by providing a variety of employment-related services. Employment Assistance Services can be tailored to the specific needs of individual clients and/or local communities. Employment Assistance Services can be provided by a variety of organizations which can deliver a combination of the following services: employment plan development; case management; assessment and employment counselling; self-service labour market information; job search assistance; job finding clubs; job referral and placement; diagnostic and testing services; and brokered access to other measures.

Labour Market Partnerships
Labour Market Partnerships encourages communities, sector associations and employers to address labour market development, labour force development and workforce adjustment issues, thereby assisting unemployed and job-threatened individuals to gain and/or keep sustainable employment. Activities may include labour force adjustment activities to facilitate the employment of job-threatened workers and workforce development planning to support local labour market development.

Research and Innovation
Research and Innovation provides financial support to organizations that research and/or design projects that are practical and that identify innovative ways of helping individuals prepare for, find, return to, or maintain sustainable employment and/or strengthen and promote province-wide or regional labour force development.

Projected and Actual Results by Program, 2008/09, 10-3(f)

	Clients Served* (New Services)	
PROGRAM	**Projected**	**Actual**
Service Needs Determination / Employment Counselling**	27,000	31,023
Employment Partnership	250	335
Skills Development	5,000	6,458
-Apprenticeship	-	2,911
-other skills development	-	3,547
Self Employment	250	248
Wage Subsidies	200	247
Employment Assistance Services***	9,500	12,956
Labour Market Partnerships	N/A	N/A
Research and Innovation	N/A	N/A
Labour Exchange – Job Bank Orders	40,000	40,761
Labour Market Information	N/A	N/A

N/A Clients are not directly served by these programs.
** Clients with Service Start Dates between April 1, 2008 and March 31, 2009 as at April 17, 2009. Active and Closed Cases only. Active, Complete and Terminated Services only.*
*** All Employment Manitoba clients receive service needs determination / employment counselling. This is a count of total clients served in 2008/09.*
**** EAS contracted services only.*

LMDA Results Measures, Targets and Actuals, 2008/09

	Targets 08/09	Actual 08/09*
NUMBER OF EI ACTIVE CLIENTS SERVED	12,500	13,802
NUMBER OF RETURNS TO WORK (EI Insured)	9,000	9,357
UNPAID BENEFITS TO THE EI ACCOUNT	$32,000,000	$46,762,929

** As at June 01, 2009*

10-3(f) Canada-Manitoba Labour Market Development Agreement

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	6,374	115.60	6,709	(335)	
Total Other Expenditures	1,016		989	27	
Total Training Support	45,916		46,200	(284)	
Total Expenditures	**53,306**	**115.60**	**53,898**	**(592)**	

INDUSTRY AND LABOUR FORCE INVESTMENT FUND

OBJECTIVES

The Industry and Labour Force Investment Fund (ILFIF) was created to ensure that Manitoba remains competitive in attracting, retaining and expanding business in the province by investing in workplace training. Through training supports to industry and provincial Sector Councils, the fund, administered through Industry Training Partnerships (operating as Industry Workforce Development – IWD), assists business to meet operational goals by developing their workforce to achieve high performance and productivity targets.

IWD has a mandate to promote private sector involvement and investment in human resource development and workplace training, and to link skill development with provincial economic development priorities. Training, especially during the current economic uncertainty, has become an important opportunity in building and upskilling Manitoba's workforce.

ACTIVITIES/RESULTS

The ILFIF was established to attract and maintain jobs, expand investment by industry in training and human resource development, and equip small and medium-sized enterprises to respond to industry changes including global competition.

This year, the fund has enabled the establishment and further development of three new Sector Councils - construction, printing and northern employers (mining, forestry, and energy) sectors. As well, focused long-term human resource planning is occurring in 13 other priority sectors of the economy: aerospace, aviation, life sciences, tourism, manufacturing, customer contact, film, audio recording, arts and cultural industries, environment, information and communication technologies, new media, and agri-food processing. Sector Councils in these areas are permitting collaboration and collective action on skills issues, promoting economies of scale in addressing human resource challenges to benefit all industry partners. Activity this year has included: establishment of new sectors, expansion of existing sectors, human resource development plans, curriculum development, and development and delivery of training programs.

In the past year, four major companies – EDS Canada Inc., Standard Aero Ltd., Maple Leaf Foods Inc., and Springhill Farms LP – have been assisted with their expansion plans in Manitoba. These projects will train approximately 1,625 employees over the next five years.

IWD, in partnership with the Workplace Education Manitoba Sector Committee and the Northern Manitoba Sector Council, has also been developing the Forestry and Mining Training and Workforce Retention Initiative. This initiative, with support from the federal government's Community Development Trust, will help workers in northern communities adjust to the current economic downturn. The initiative will address skill shortages, up-skilling or re-skilling opportunities, assist northern apprentices entering and/or completing apprenticeship programs, and prepare northerners for opportunities in their communities as the economy improves.

IWD has also been developing a Strategic Human Resource Solution for Business team to assist companies that are struggling with complex human resource issues that require a comprehensive approach to needs assessment and analysis. This customized value-added service, to be implemented in April 2009, will provide links to and leverage investment from a range of services, programs and supports that are available from both government and other organizations. This fund will assist in facilitating human resource solutions in attracting, retaining and re-training existing workers and new employees.

10-3(g) Industry and Labour Force Investment Fund

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Expenditures	5,227	-	4,274	953	1
Total Expenditures	**5,227**	**-**	**4,274**	**953**	

1. Variance due to increase in training opportunities

Canada-Manitoba Labour Market Agreement

Labour Market Agreement (LMA) programs enhance the labour market participation of individuals by assisting them to prepare for entry to, or return to, employment or to otherwise obtain or keep employment or maintain skills for employment. These programs also assist Manitoba employers/communities to develop the skills of their work/labour forces by increasing their capacity to conduct work/labour force planning and skills assessment and development. Programming is directed to: unemployed individuals who are not EI-eligible clients; employed individuals who are low skilled, in particular, employed individuals who do not have a high school diploma or a recognized certification or who have low levels of literacy and essential skills; employers/businesses; and communities.

The LMA programming is administered by Employment Manitoba and is delivered along with Employment and Training Services (ETS) programming which is similar in nature. ETS programming is focussed on assisting Employment and Income Assistance (EIA) recipients and other low income Manitobans to prepare for, find and keep sustainable employment while addressing the workforce requirements of Manitoba employers and communities. Employment Manitoba also has primary responsibility for design and delivery of programming funded under the Labour Market Development Agreement (LMDA).

Employment Manitoba's vision is to be Manitoba's first resource for building a dynamic and diverse workforce, responsive to the changing needs of the labour market. Working within the context of Manitoba's labour market, Employment Manitoba assists over 30,000 individuals each year in defining and achieving their employment goals by delivering programs, services and resources directly, and by creating partnerships with community stakeholders. Employment Manitoba works with employers and business to help address their workforce development and adjustment requirements.

Skills Development
This program provides skills training opportunities to individuals in high-demand occupations or occupational areas experiencing skill shortages, either through direct support to individuals or through community based organizations under contract with Employment Manitoba to deliver programming.

Labour Market Partnerships
Labour Market Partnerships encourages communities, sector associations and employers to address labour market development, labour force development and workforce adjustment issues, thereby assisting unemployed and job-threatened individuals to gain and/or keep sustainable employment. Activities may include labour force adjustment activities to facilitate the employment of job-threatened workers and workforce development planning to support local labour market development.

Employment Partnerships
Funding is provided to Manitoba employers and community training partners to support the development and implementation of job-specific, workplace-based training that is tailored to the needs of the employer and addresses the skill development and employment needs of eligible clients. Program activities may include pre-employment preparation, job-specific skills training, and on-site (hands-on) training.

Wage Subsidies
Wage subsidies assist unemployed Manitobans to gain sustainable employment through direct work experience. Wage subsidies can help unemployed people eligible under the LMA to gain experience to secure long-term employment. Program activities include referral and pre-screening services to assist in matching employers with workers; job trials to test employee/employer fit prior to making a hiring commitment; and wage subsidies to offset the cost of training and hiring new workers.

ETS 10-3(e) and LMA 10-3(h) Projected Results by Programs, 2008/09

PROGRAM	Clients Served* (New Services) Projected	Actual
DIRECT SERVICES		
Direct Employment Services	1,350	1,127
Skills Development	300	456
ETS	-	345
LMA	-	91
PARTNERSHIPS:		
New Careers North	150	72
Community-Based Employability Projects	N/A	N/A
Employment Partnerships	50	61
ETS	-	34
LMA	-	27
Wage Subsidies	75	74
ETS	-	61
LMA	-	13
National Child Benefit Employment Program	350	416
Community Partnerships Projects	200	291
Taking Charge!**	150	27
Floodway Training Initiative	40	24
Canadian Agricultural Skills Service (CASS)***	400	143
Job Referral Service (JRS) Registrations	-	-
Floodway Registrations	300	180
Wuskwatim hydro dam	1,000	1,297

** Clients with Service Start Dates between April 1, 2008 and March 31, 2009 as at April 17, 2009. Active and Closed Cases only. Active, Complete and Terminated Services only.*

*** The majority of Taking Charge! Individualized Skills Development clients are included in "Skills Development" for 2008/09 Actuals.*

**** Number of applications to CASS (includes all clients who received any level of service through a CASS service provider. A total of 107 clients had an Individual Learning Plan approved.*

10-3(h) Canada-Manitoba Labour Market Agreement

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Expenditures	9,805		17,993	(8,188)	
Less: Recoveries	-		(11,993)	11,993	
Total Expenditures	**9,805**		**6,000**	**3,805**	1

1 Variance due to no recoveries processed in 2008/2009.

COMMUNITY AND ECONOMIC DEVELOPMENT

COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE

OBJECTIVES

The Community and Economic Development Committee (CEDC) is a sub-Committee of Cabinet responsible for the initiation and co-ordination of community and economic development activity across government departments. CEDC is chaired by the Minister of Agriculture, Food and Rural Initiatives and includes six other Cabinet Ministers. CEDC is supported by the CEDC Secretariat.

The CEDC Secretariat provides analytical and administrative support to the Committee. Secretariat and staff assist the Committee in the development and implementation of policy and projects consistent with the community and economic development priorities of government.

The Secretariat works in co-operation with business, community, Aboriginal, labour, social and environmental organizations and economic development agencies, as well as with the Premier's Economic Advisory Council, on policy and projects to support healthy and vibrant communities, and strong and sustainable economic growth in Manitoba.

Activities of the Secretariat encompass a broad range of policy areas, including rural and agricultural issues, northern development, urban revitalization, environmental and natural resource issues, public infrastructure projects, investment and industry attraction and expansion, Aboriginal and ethno-cultural issues, clean energy development, cultural policy, research and innovation, education and training, and poverty and social justice issues.

The Secretariat also provides work placement and mentorship opportunities for government interns.

ACTIVITIES/RESULTS

Some of the specific results achieved through the involvement of the Secretariat were:

IKEA Commercial Development – negotiated an infrastructure funding arrangement with the City of Winnipeg to support the development of IKEA store and related commercial development. This project will involve the development of 1.5 million square feet of mixed-use commercial space with an estimated private capital investment of $390 million and is expected to create 3,500-4,000 new jobs.

Rapid Transit – negotiated a funding agreement with the City of Winnipeg for the development of a rapid transit system that will run from Main and Stradbrook to Bison Drive. Stage 1 of this project will connect Main and Stradbrook to Pembina and Jubilee. Construction of Stage 1 is scheduled to begin in the summer of 2009. The total cost of this project is estimated to be $327 million.

Community Economic Development Initiative – coordinated cross-departmental community economic development (CED) activities, based on the CED Policy Framework and Lens, including special initiatives related to social enterprise development, sustainable infrastructure, housing, procurement and employment and training.

Industry Attraction and Development – coordinated cross-departmental efforts to attract and expand businesses and employment opportunities in the province, including working with such businesses as Weston Bakeries and Parkland Biofibre.

Economic Stimulus – Worked with various government departments and other levels of government on an economic stimulus plan to respond to the global economic downturn and position Manitoba for a strong and early recovery, including plans for infrastructure, roads, post-secondary capital and housing.

Hydro-electric Development – worked with Manitoba Hydro and government departments to support the development of major new hydro-electric developments, including Keeyask and Conawapa.

East side road authority – Worked on establishing the Manitoba Floodway and East Side Road Authority to oversee construction of an all-weather road on the east side of Lake Winnipeg and to ensure that First Nations people living in the area have a meaningful role and benefit from employment and economic opportunities.

10-4(a) Community and Economic Development Committee

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,182	12.00	1,198	(16)	
Total Other Expenditures	314		339	(25)	
Total Expenditures	**1,496**	**12.00**	**1,537**	**(41)**	

PREMIER'S ECONOMIC ADVISORY COUNCIL

OBJECTIVES

The Premier's Economic Advisory Council (PEAC) is a group of 30 prominent Manitobans who have been invited by the Premier to provide him with confidential advice on a wide range of issues affecting Manitoba's economy. The membership of PEAC consists of business, labour, education, research, community and Aboriginal leaders. PEAC is co-chaired by Bob Silver, President of Western Glove Works, and Robert Ziegler, President of the United Food and Commercial Workers Union, Local 832.

ACTIVITIES/RESULTS

PEAC has made recommendations in the areas of strategies for attracting investment, expanding immigration, enhancing skills and labour force development and retention, improving the image of our province, expanding natural resource development, establishing a long-term vision for research and development, increasing local investment, ICT procurement, enhancing Aboriginal economic development, increasing opportunities for commercial fishing, competitiveness and red tape reduction, and increasing the effectiveness, efficiency and productivity of Manitoba's publicly-funded health care system.

Given the extraordinary economic challenges, PEAC was pleased to provide advice to the Premier in advance of his meetings with other First Ministers and the Prime Minister. The council also met with the Finance Minister in advance of the budget to discuss the challenges and innovative ways of addressing them.

Some specific activities of PEAC have been:

Promotion of Manitoba - PEAC identified that Manitoba's future economic success is influenced by how others view Manitoba and how Manitobans view themselves. The Premier asked his council to show leadership in promoting the province. PEAC formed a broad-based task group to develop a promotion strategy, followed by a second task group to develop an implementation strategy. The goal of the project was to create a fresh, new way of communicating the Province's unique identity to raise its profile and tell the world what a great place Manitoba is to live, work, invest and visit. An interim council, led by PEAC, oversaw the development of print and internet ads that ran in national magazines and newspapers this winter. PEAC's advice to create a private, community volunteer-driven promotion council operating separately from Government came to fruition as the Manitoba Promotion Council was established to carry on the work.

Transportation – PEAC identified capturing Manitoba's transportation and intermodal opportunities as one of its key strategic areas to consider. At the Premier's urging, PEAC laid the groundwork to move forward on the establishment of an inland port in Winnipeg. It brought together the key partners in business, labour and all three levels of government to develop and advise on the vision for the inland port. This included discussions on existing and potential intermodal transportation assets, infrastructure investments and trade-oriented economic development opportunities in Winnipeg and Manitoba. PEAC supported the provincial government as it enshrined in legislation the creation of CentrePort Canada, Inc., designating approximately 20,000 acres of land in the vicinity of the James Armstrong Richardson International Airport for development of a Manitoba inland port to serve as a transportation, trade, manufacturing, distribution, warehousing and logistics centre.

New Rural Economy – PEAC also recognized that it would be beneficial to undertake a comprehensive review of opportunities developing in the rural economy. With a better understanding of how other jurisdictions are respo ding to demographic shifts and by investing in value-added alternatives and new, innovative processing, PEAC's task group will come forward with recommendations on how the provincial government can work with agricultural producers and rural communities to grow the rural economy. It has undertaken two tours of rural Manitoba, meeting with municipal leaders, economic development officers and a variety of businesses.

10-4(b) Premier's Economic Advisory Council

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	149	2.00	183	(34)	
Total Other Expenditures	152		231	(79)	
Total Expenditures	**301**	**2.00**	**414**	**(113)**	

INTERNATIONAL RELATIONS AND TRADE

INTERNATIONAL RELATIONS

Canada-U.S. and International Relations

The Canada-U.S. and International Relations (CUSIR) Branch has overall responsibility for the coordination, monitoring and reporting of Manitoba's international relations. The Branch also provides strategic policy advice and support to the international activities of the Premier and the Minister of Competitiveness Training and Trade. The Branch also facilitates the involvement of Manitoba firms and organizations and oversees the government's involvement in international development projects.

Principal Activities in 2008/09

In 2008/09, the main activities of Canada-U.S. and International Relations were to:

- Provide a coordinating function with respect to Manitoba's international activities and to promote a strategic approach to Manitoba's international relations;
- Build strategic relationships with governments within Canada such as the Department of Foreign Affairs and International Trade as well as governments outside Canada; and
- Provide strategic and operational advice to the government in support of its international interests including negotiation and advice on international agreements.

Highlights in 2008/09

Manitoba's international strategy, *Reaching Beyond Our Borders - The Framework for Manitoba's International Activities* ({ HYPERLINK "http://www.gov.mb.ca/international/" \o "http://www.gov.mb.ca/international/" }), is intended to guide on how Manitoba engages the global community to help achieve the province's prosperity targets and harness our competitive strengths. The Branch provided briefing materials and support to strategic missions to the U.S. and other international destinations. The Branch also supported advocacy meetings with numerous U.S. governors and congressional delegates, Ambassadors, and senior representatives from the U.S. Administration and the Canadian Government.

Advice and support were provided on a number of key policy initiatives such as U.S. Country-of-Origin-Labelling and "Buy America" provisions, trans-boundary water issues; the Western Hemisphere Travel Initiative, as well as supporting efforts to address climate change and to encourage the development of renewable energy sources.

The Branch assumed a lead coordination role with Manitoba departments and agencies, officials from other provincial governments as well as the Government of Canada with respect to the development of Enhanced Identification Card and Enhanced Driver's License Program to provide Manitobans with a convenient and affordable alternative to a passport under the Western Hemisphere Travel Initiative. Relationships were also forged or maintained with officials in other jurisdictions, on a bilateral basis, on a regional basis – through organizations such as the Western Governors' Association, the Midwestern Governors' Association and the South East U.S. States – and on a multilateral basis through continued involvement in the Leaders' Summit on North American Relations and the Forum of Federations. Canada, U.S. and International Relations also continued to support existing francophone relations such as Manitoba's relationships with the Department Conseil General du Bas Rhin. Additionally, the Branch provided ongoing cooperation and coordination between departments involved in international relations, including the review of six new international agreements.

The Branch also supported Manitoba's participation in international development projects and international aid through continuing the partnership with the Philippines Department of the Interior and Local Government (Local Government Academy), the North West Province of South Africa, the Dnirpopetrovsk Regional State Government in Ukraine, and the Yamal-Nenets region of the Russian Federation.

The Branch also continues to support Manitoba companies' access to international development work by participating

in the World Bank's Private Sector Liaison Officer Network and acting as the point of contact between the Manitoba Government, Manitoba businesses and the World Bank. Manitoba was host to the 2008 International Financial Institution Bootcamp which trains businesses on how to successfully work with, and bid on, World Bank projects.

International Education

The International Education Branch (IEB) was established in 2000 and coordinates international education-related activities across several government departments including: Competitiveness Training and Trade (CTT), Education Citizenship and Youth (ECY), and Advanced Education and Literacy (AEL), as well as working closely with Labour and Immigration (LIM) and Manitoba's educational institutions. IEB works to support the vision contained in *Reaching Beyond Our Borders* to promote global awareness/competency; increase the cross-cultural exposure of Manitobans; maximize the benefits of international education to the Manitoba economy; encourage an approach to international education that engages all levels of education, stakeholders, fields of study/training, and all regions of Manitoba; and enhance international recognition of Manitoba as an excellent source of high quality, affordable education and training programs and services.

The IEB continues to serve as a first-contact for international education matters, developing international education policy, and responding to inquiries and requests from international students, agents, and institutional partners. The IEB also liaises with institutions and organizations to coordinate recruitment, offer marketing assistance, and develop partnership strategies for the export of education services and products.

International student enrolments have grown year-over-year despite a highly competitive international environment. The estimated economic impact from these students is over $74 million annually. Between 2000 and 2006, our province experienced the greatest percent increase (102%) of international students in all Canadian provinces. There were average yearly increases of 12%–14% between 2000 and 2004 and increases since 2005 have averaged between 2%-4% as institutions begin to approach capacity.

Manitoba International Student		
Year	**# of International Students**	**% increase**
1998	2,171	-
1999	2,360	8%
2000	2,696	13%
2001	3,128	14%
2002	3,635	14%
2003	4,211	14%
2004	4,767	12%
2005	4,979	4%
2006	5,149	3%
2007	5,260	2%

Highlights for 2008/09

In January 2009, Manitoba announced its International Education Strategy which outlines the government's role in helping educational institutions and citizens build their capacity to pursue and succeed in international education initiatives. The Strategy, designed to cover the 5-year period from 2009 to 2013, is broad in scope, encompassing public and private educational institutions, and is built upon five elements of international education:

i) international student programs;
ii) international education projects and contracts;
iii) offshore education and international collaborations;
iv) international mobility of students, teachers, faculty and other educational staff; and
v) the internationalization of teaching and learning.

Marketing and Promotions

The IEB continues to promote Manitoba as a provider of affordable and high-quality education services. IEB has developed a comprehensive web-site to complement its paper-based promotional materials and will be revealing a refreshed website that offers user friendly functionalities. The site not only targets international students, but also provides information on international education opportunities for domestic students, faculty, international education administrators and the public.

India, Germany, and recent missions to Italy, Switzerland, Austria, China and Thailand will continue to develop. Several destinations including Brazil, Japan and Vietnam are being examined as future mission destinations. IEB will continue researching the potential for emerging markets that are difficult for institutions to access on their own.

Cooperation on International Education

The IEB continued to carry out its responsibilities under the agreements with Citizenship and Immigration Canada (CIC) and Manitoba public post-secondary institutions to allow international students to work off-campus. On April 27th, 2006, CIC launched the Off-Campus Work Permit program across Canada and in 2007 expanded the program to include select private post-secondary institutions.

In 2008, IEB worked with CIC to pilot the Electonic Notification System (ENS) to process and verify Off Campus Work Permit (OCWP) applications online. ENS is a secure, web-based system that allows provinces/territorial governments and education institutions to exchange information with CIC in support of the OCWP program. In 2009, CIC launched the electronic online application system (ENS) across Canada. In Manitoba the ENS was deployed in all ten publically funded colleges and universities including the University of Manitoba, University of Winnipeg, Brandon University, Assiniboine Community College, Red River College, College universitaire du Saint-Boniface, University College of the North, Canadian Mennonite University, Booth College and Providence College and Seminary. In future, the system will provide for the online application of other CIC functions. These programs, in combination with the federal Post Grad Work Permit Program and Manitoba's Provincial Nominee Program (PNP), are attracting and retaining international students into our work force that are already Manitoba-trained.

The number of overseas schools that offer the Manitoba curriculum is increasing. There are now seven schools in six countries (two in China, one each in Japan, Thailand, Egypt, Turkey and most recently, Ghana). The school in Istanbul (Turkey) was the first to offer a Canadian curriculum in that country. The school in Ghana is the first Canadian curriculum school in sub-Saharan Africa. Frequent inquiries for future schools come for consideration. These schools raise the Manitoba profile and prepare international students to enter post-secondary institutions in the province.

Domestically, under the auspices of the Council of Ministers of Education, Canada, Manitoba is leading in discussions with provinces/territories and the federal government on coordinating pan-Canadian efforts to promote Canada as an international destination choice for education.

Capacity Building

IEB's efforts to build provincial capacity for international education initiatives continue. Several presentations and meetings have taken place with Manitoba educational representatives in an effort to provide information on how to enter the international education field. Work on expanding institutional capacity proceeds through professional development sessions designed to develop expertise in the field. IEB also works closely with educational institutions to develop standardized documents such as an *Orientation Handbook for International Students* (K-12), an *Orientation Handbook for Post Secondary International Students*, and a *Code of Practice for International Education* providers. In addition to provide a common approach to various management practices, these documents can also be of assistance to educational institutions that are launching a new international education program.

IEB's International Education Loan Fund (IELF) provides interest-free, matching fund loans of up to $50.0 to assist Manitoba's public educational institutions in international business development activities. The most recent loan was provided spring 2009 and is enabling a consortia of southwest Manitoba school divisions to establish a program pooling divisional resources, teachers and courses in support of an international student program.

Our efforts to build international education capacity in Manitoba continues to bear fruit as more educational institutions become involved in international programming each year. Manitoba's education system continues to show steady year-over-year growth with an increase in the numbers of international students.

Protocol Office

The Protocol Office coordinates government supported events and ceremonies and plays a key role in organizing all incoming diplomatic activities. In addition, the office serves as a secretariat to the Order of Manitoba. Protocol also provides consulting and advisory service for Government departments and agencies and the general public on international protocol practices and orders of precedence.

Principal Activities in 2008/2009

In 2008/2009 the main activities of the Protocol Office were:

- Maintain a strong organizational and planning role with respect to incoming diplomatic missions, visits by heads of state and potential visits by the members of The Royal Family and the Governor General;
- Plan and conduct official ceremonies surrounding such events as the Order of Manitoba, the Order of the Buffalo Hunt, swearing-in of new Cabinet Ministers, military change of command, the opening of the Legislative Assembly, and Remembrance Day;
- Serve as Secretary for the Order of Manitoba;
- Play a key role with regard to the structure and function of the Manitoba Consular Corps;
- Coordinate all provincial government responses to half-masting of flags and establishing books of condolence including on-line messages of sympathy.

Highlights in 2008/2009

The Protocol Office supported a Council of the Federation trade mission to China in November 2008 and a 3-province (Premier led) mission to Chicago, Illinois and Houston, Texas in February 2009.

In addition, the Protocol Office provided key organizational support roles with respect to:

- Diplomatic visits to Manitoba by High Commissioners, Ambassadors and Consuls General representing the nations of Israel, France, Ukraine, India Iceland, Peru, United States of America, Poland, Guyana, Australia, Scotland, Chile, Belgium, Hungary, Japan, South Africa, China, Germany, Brazil, Trinidad and Tobago, and Philippines;
- Separate Manitoba visits by the President of Ukraine, the former President of the Philippines, the Governor of Wisconsin, the Governor of Rio Grande Do Sul (Brazil) and Senators from Minnesota;
- The Manitoba visits by His Royal Highness, Prince Edward, the Earl of Wessex, and His Royal Highness Earl of Selkirk.

In 2008/09, the Protocol Office supported several special events such as:

- The Order of Manitoba;
- Presentations for the Order of the Buffalo Hunt;
- Churchill Northern Studies Centre Fundraising Event;
- The Canadian Museum of Human Rights Fundraising Initiatives;
- NORAD 50th Anniversary Celebrations;
- DFAIT Northern Tour – (22 Ambassadors to Churchill);
- Host a national Protocol Conference;
- The logistics advance re the 2015 World Police and Fire Games;
- "Brandon Salutes" honoring Canadian war veterans who served in Afghanistan;
- Iceland Independence Day;
- September 9-11 Remembrance Service (International Peace Garden);

- Remembrance Day Service; and
- Naming of lakes for Manitoba's war Casualties

10-5(a) International Relations

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	850	10.00	847	3	
Total Other Expenditures	669		669	-	
Total Expenditures	**1,519**	**10.00**	**1,516**	**3**	

MANITOBA TRADE

Manitoba Trade and Investment supports Manitoba businesses to become export-capable and to diversify into domestic and international markets by delivering targeted programs and services. It also promotes investment opportunities to increase inward investment and employment. These activities include trade shows, incoming/outgoing business missions, and match-making events in addition to providing enhanced market intelligence and coordinating in-market support for Manitoba's business community.

In 2008, premilinary estimates of Manitoba's interprovincial exports of $13.2 billion exceed Manitoba's international exports.

In 2008, Manitoba's foreign exports totalled $12.8 billion, which represents a 5.1% increase over 2007 foreign exports. The United States continues to be Manitoba's largest export market, accounting for 69.1% of foreign exports. Non-U.S. destined exports accounted for 30.9% of foreign exports. Leading non-US destinations for Manitoba foreign exports were Japan, the People's Republic of China, Mexico and Hong Kong.

For the 5-year period, 2004-2008, Manitoba's exports to the rest of the world were up 37.9% compared to Canada's total exports which increased by 18.3% during the same period.

Principal Activities in 2008/2009

Manitoba Trade and Investment provides a variety of trade-related services, summarized in the following chart.

General Information	Skills Development	Export Counselling	Market Entry Support	In-market Assistance
Toll-free export information service	Export preparation	Export-readiness assessment	Market information and informational sessions	Market prospects
Website	Export skills training	Market readiness assessment	Trade fairs/shows	Key contacts search
General seminars	Preparation for U.S. market	Export plan development	Trade missions	Visit information
	Preparation for other markets	Export plan implementation	Partner identification	Direct contacts
			Market intelligence	Local company information
			Advocacy	Troubleshooting
			Reverse trade shows, incoming missions	Government and business liaison
			Trade show/ promotional material/website support (TAP)	

Highlights in 2008/09

Under the Exporter Development Initiative (EDI), Manitoba Trade and Investment continues to profile the importance of exporting in order to assist Manitoba companies to sustain and grow their businesses. With both, geographic and sector focus, Manitoba Trade and Investment is able to provide opportunity identification and country intelligence to companies identified as export interested/ready or active in export markets. In 2008/09, Manitoba Trade and Investment supported 194 Manitoba companies to explore new markets and expand within existing markets through participation in trade shows and trade missions.

In 2008/2009 Manitoba Trade under EDI partnered with several industry organizations to assist in activities related to the export development of their membership. For example, partnering consisting of seminars and industry conference support in the areas of:

- book publishing (trade show)
- visual arts (trade show)
- serious gaming/new media (two local conferences)
- motion picture industry (local conference)
- agriculture / agri-business (seminar on Exporting to Mexico)
- information and communications technology (business mission)

Manitoba Trade and Investment partnered with industry to participate in a trade show, *Montreal International Games Summit*, to promote the Province's video and electronic gaming industry. The mission comprised of ten persons from six companies and organizations.

Manitoba Trade and Investment and its partners coordinate the delivery of trade services and programs to ensure that they are effectively targeted to the business communities in Winnipeg and rural Manitoba. Outreach activities outline the importance of exporting and the path to follow to access the information/support needed to become export-ready or to diversify markets. In addition, companies with an interest and capability to consider exporting, are identified and a process of company-specific consulting and export counselling is initiated.

In 2008/09, 161 applications were approved for the Trade Assistance Program (TAP); 70 applications to attend recognized trade shows; 42 applications to develop new marketing material and 49 applications for the development of websites.

Agriculture Marketing

Agriculture and food are very important to Manitoba's economy, representing over $4.4 billion of Manitoba's total exports in 2008. Agriculture Marketing provides international marketing assistance to buyers and sellers of Manitoba's agriculture and food products. In addition to delivering comprehensive export and market-development services, Agriculture Marketing also advances and coordinates Manitoba's trade development interests through participation in federal-provincial agri-trade committees and organizations including Agri-Trade Team Manitoba, Federal-Provincial Market Development Council and others.

Highlights for 2008/2009 included the following activities:

- May 2008 – Manitoba Trade participated in the CICILS/IPTIC International Pulse Importers and Exporters Conference in Mexico. Several Manitoba companies also attended the conference;
- June 2008 – Participation in Alimentaria Mexico in Mexico City;
- October 2008 – Coordinated Minister-led mission to Wisconsin and her participation in the International Forum for Women in Dairying and World Dairy Expo. Manitoba forage and feed companies, dairy genetics producers and forage equipment companies participated in the World Dairy Expo in Madison, Wisconsin;
- Organization and participation in numerous incoming missions;
- Growing and sustained partnership on both incoming and outgoing initiatives with other provincial governments, especially Saskatchewan and Alberta.

Asia

Manitoba exports to the Pacific Rim region totalled $2.0 billion in 2008 ($2.2 billion in 2007). In 2008 Japan became Manitoba's second-largest export market with $638 million in exports ($517 million in 2007). China is Manitoba's third-largest export market with $616 million ($761 million in 2007).

The ASEAN (Association of Southeast Asian Nations) markets constituted 11.5% of Manitoba's exports to the Pacific Rim region. Manitoba exports to ASEAN amounted to $224 million in 2008 ($247 million in 2007).

Highlights for 2008/2009 included the following activities:

- June 2008 - Supported Manitoba's exporters by exploring new markets in Indonesia, Singapore and Thailand;
- October 2008 - Manitoba Trade and Investment and Manitoba Science, Technology, Energy & Mines partnered in a group trade show and mission to AusBiotech in Brisbane, Australia to promote Manitoba's life sciences sector;
- November 2008 - Premier led Manitoba delegation to China, as part of the Council of the Federation and Canada-China Business Council Mission. In addition to building and strengthening Manitoba business ties with China, this mission raised the profile of CentrePort Canada with potential Chinese investors;
- February 2009 - VIV Show, Bangkok, Thailand - Manitoba Trade and Investment assisted five Manitoba companies to exhibit in this swine/poultry breeding and equipment show.

Europe

Manitoba exports to Western Europe totalled $402 million in 2008 ($470 million in 2007). In 2008, Manitoba's top seven export markets in Europe were United Kingdom, Belgium, Germany, France, Italy, Spain and Denmark respectively.

Highlights for 2008/2009 included the following activities:

- October 2008 – Provided support to Manitoba companies participating in SIAL in France. This event provided participating companies with access to buyers from 188 countries around the globe;
- November 2008 – Business mission to Paris, France and Copenhagen, Denmark which included five Manitoba companies and research organizations as well as participation in the Health Ingredients Europe trade show;
- February 2009 – Participation with seven Manitoba companies in one of the world's premier organic food shows, BioFach, in Nuremberg, Germany.

Latin America and Emerging Markets

Latin America - This market represents a growing export for Manitoba companies. Increased stability within these markets along with Canada undertaking free trade negotiations with countries in this region, have sparked interest from Manitoba companies to explore opportunities.

Mexico – In 2008, Manitoba exports to Mexico increased by 41.9% to $311 million. Manitoba continued to strengthen its relationships with the states of Jalisco and Nuevo Leon, Mexico.

Brazil – Considered one of the top four emerging markets for global opportunities. Positive GDP growth is forecasted for 2009. Manitoba has a Sister State relationship with the state of Rio Grande Do Sul and opportunities for increased business partnerships are being pursued.

India – India is one of the world's fastest growing economies and provides emerging opportunities in areas such as agri-food, biotechnology, aviation, infrastructure and education.

Russia - Manitoba Trade and Investment organized and coordinated a 'Canada Pavilion' group exhibit and trade mission to AgroTech Russia 2008, held in Moscow, Russia in October, 2008. With the majority of the companies being

Manitoba-based, a total of 72 delegates representing 23 agricultural-based manufacturers participated from Saskatchewan, Manitoba, Ontario, and Quebec. All companies reported strong prospects for future sales.

Highlights for 2008/2009 included the following activities:

- April 2008 – participated in Expomin in Santiago, Chile with five Manitoba companies;
- June 2008 – participated in the 2008 NASCO Conference in Guanajuato, Mexico promoting the province as a partner of choice in North America to a business audience from Mexico and the United States;
- September 2008 – coordinated a Minister-led business mission to Colombia and Brazil. Manitoba companies participated in Expointer;
- October 2008 – Mantioba Trade organized group participation at India Aviation 2008. This event was the first of its kind in India to focus on civil aviation;
- November 2008 – Manitoba hosted a Brazilian delegation from Rio Grande do Sul.
- November 2008 – organized the participation of six Manitoba companies in the Big 5 Construction trade show in Dubai, UAE;
- Manitoba Trade coordinated two incoming buyers delegations from the Philippines.

United States

The U.S. continued to be Manitoba's largest international export market at $8.9 billion. Manitoba exports to the U.S. accounted for 69.1% of total Manitoba exports. Total imports from the U.S. in 2008 were $12.5 billion or 81.5% of the total imports into Manitoba.

Priority sectors included food and beverage processing, life sciences, building products, original equipment manufacturers (OEM) and agricultural equipment, knowledge-based industries, apparel, and exportable services.

In 2008/2009 Manitoba Trade and Investment participated in over 12 incoming and outgoing trade missions and group shows. During 2008/2009 Manitoba priorized subsectors within prioity sectors in the U.S. For example, group exhibits of and participation by Manitoba food and beverage companies were organized for trade shows focusing on the organic and natural food sector.

The U.S. market was the primary target market to assist new and small Manitoba companies become active in exporting. The U.S. was the market of choice for 36 applicants (49% of total applicants) which were approved under the Trade Assistance Program (TAP) – Trade Show. In addition there were 24 applicants (32% of the total applicants) approved for participation in trade shows held in Canada.

Highlights for 2008/2009 included the following activities:

- April 2008 - Manitoba Trade partnered with Manitoba Music and Sound in a trade show and mission to MUSEXPO in Los Angeles, CA, to promote Manitoba's Music and Video Recording Industry. The mission comprised of 18 participants from 6 firms, 2 organizations and 2 bands;
- June 2008 – Manitoba Trade led a business matching mission to Kansas City, MO. In partnership with the Kansas City staff, one-on-one meetings were arranged for Manitoba companies interested in entering this mid-western US market;
- August 2008 – Manitoba Trade organized Manitoba's participation at the Farm Progress Show in Boone, Iowa. This event targets the agricultural equipment industry;
- October 2008 – Manitoba Trade organized a group exhibit to the Natural Products East Expo in Boston, MA. Five Manitoba companies participated in this event which is focused on the natural/organic food products industry;
- November 2008 – Manitoba Trade organized a group exhibit to the Private Label Manufacturers Association show in Chicago, IL. Participation in this event assisted Manitoba companies in accessing the growing private label market in the United States;
- March 2009 – Manitoba Trade organized a group exhibit to Natural Products West Show in Anaheim, CA. This is the largest annual event focused on the natural products/organics sector in the United States.

- March 2009 - Manitoba Trade and Investment partnered in a trade show and mission to GDC, San Francisco, CA, to promote Manitoba's Interactive Video Gaming. The mission comprised of 24 participants from 13 companies and institutions.

Canada-Manitoba Memorandum of Understanding (MOU) on International Business Development

Economic development is a cooperative effort. Manitoba Trade and Investment encourages and facilitates cooperation with other provincial, federal and civic economic development agencies. The province and federal government are currently operating under the 4th year of a 5-year term of the MOU for International Business Development which will support Manitoba companies and communities to take advantage of global commercial opportunities.

Foreign Trade Representatives

In 2008/09, Manitoba Trade and Investment retained three part-time foreign trade representatives in priority markets. The representatives, located in China, Europe and Mexico/Argentina, were responsible for identifying trade opportunities for Manitoba companies in their respective markets and assisting Manitoba firms to access their markets of responsibility. In the past year, these representatives met with over 85 companies in Manitoba and assisted with consulting services, market reports and direct in-market support. The representatives assisted Manitoba companies with new and ongoing sales of $4.2 million and potential sales of an additional $6.4 million in their markets.

10-5(b) Manitoba Trade

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	1,790	23.00	1,789	1	
Total Other Expenditures	1,410		1,418	(8)	
Total Grants	260		270	(10)	
Less: Recoverable from Urban Development Initiatives	(1,000)		(1,000)	-	
Total Expenditures	**2,460**	**23.00**	**2,477**	**(17)**	

MANITOBA OFFICE IN OTTAWA

The overall objective of the Ottawa Office is to assist the Manitoba government and its agencies, Manitoba firms, communities, organizations and individuals in dealing with the federal authorities and in developing business. Critical activities in providing such assistance include the gathering and dissemination of information; representation of Manitoba's interests, and monitor federal actions and intentions on a range of issues including procurement.

Manitoba continues to be particularly susceptible to changes in federal transfers to the Provinces, which account for almost 32% of Manitoba's yearly revenues. Transfers to individuals add to the importance of the federal government to Manitoba. In 2008-2009, Public Works and Government Services Canada purchased approximately $12 billion worth of goods and services. The Department of National Defence's capital and acquisition spending is also significant each year. The federal government is the second largest employer in Manitoba after the provincial government. The presence of numerous other provincial/territorial offices in Ottawa demonstrates that we are not alone in the belief that representation in Ottawa is important in furthering provincial interests. In fact, the Manitoba Office, established in January, 1990, recently entered into a co-location agreement with the province of New Brunswick.

Principal Activities in 2008/2009

Information Gathering/Dissemination: The Office maintains regular contact with a network of Ottawa-based bureaucrats, lobbyists, political staff and business people in an effort to keep abreast of any developments emanating from Ottawa which effect or potentially effect, interests in Manitoba. Examples of results from this activity include provision of a Media Review, Federal/Provincial Balance Sheets, analysis of Estimates of key federal departments and monitoring legislation and reporting on hearings of parliamentary committees.

Representation/Lobbying: The Office acts as Manitoba's continuing representative in Ottawa and our presence is felt at all levels of the federal government. It provides logistical arrangements for Manitoba lobby efforts and trade missions. Manitoba Office staff also provide a useful and money saving function by attending, on behalf of Manitoba government departments, various federal/provincial meetings where the agenda or duration does not justify specialists travelling from Manitoba, but where Manitoba's continued involvement is considered necessary. During fiscal year 2008/09, the Office attended 13 such meetings. The Office also accompanies visiting Manitoba companies on calls to federal officials and provides office facilities where required to visiting Manitobans.

Procurement: While the procurement function involves some lobbying, the primary focus is on monitoring the progress and potential of specific purchases by the federal government. Activities include contact and liaison with federal officials, potential prime contractors, first tier subcontractors, Ottawa-based lobbyists, and most importantly, Manitoba industry. The capabilities of Manitoba suppliers are communicated to all parties involved in the procurement and the general direction for the contract is ascertained and communicated to relevant companies and appropriate Manitoba government officials. Specific complaints are also handled –and in some cases– resolved to the satisfaction of the Manitoba company. Even when not fully successful, such problems are less likely to re-occur after such consultation or intervention.

10-5(c) Manitoba Office in Ottawa

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Total Salaries & Employee Benefits	140	2.00	140	-	
Total Other Expenditures	47		68	(21)	1
Total Expenditures	**187**	**2.00**	**208**	**(21)**	

1. *The Manitoba Office in Ottawa is co-located with the Province of New Brunswick, which is contributing $22.8 towards the jointly shared costs of the office. This recovery is reflected in the revenue.*

AMORTIZATION AND OTHER COSTS RELATED TO CAPITAL ASSETS

Commencing in 1999/2000, it is the policy of the Province of Manitoba to record in the accounts of the Province, the tangible capital assets owned and used by the Province along with appropriate amortization costs. Standard asset classes have been established by the Provincial Comptroller along with capitalization thresholds and corresponding amortization rates. Consistent with this policy, this sub-appropriation records the costs associated with the amortization of the Department's share of the total estimated costs of Better Methods initiatives allocated to the Department by projected departmental use. A small amount is also included for the amortization of other departmental assets.

10-6(a) Amortization and Other Costs Related to Capital Assets - Desktop Services

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Amortization of Expenses - Hardware & Transition	-		75	(75)	1
Enterprise Software Licenses	138		138	-	
Total Expenditures	**138**		**213**	**(75)**	

1. *Variance due to change in capitalization policy*

10-6(b) Amortization and Other Costs Related to Capital Assets - Amortization Expense

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Amortization Expense	663		684	(21)	
Total Expenditures	**663**		**684**	**(21)**	

10-6(c) Amortization and Other Costs Related to Capital Assets - Interest Expense

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
Interest Expense	185		283	(98)	
Total Expenditures	**185**		**283**	**(98)**	

COMPETITIVENESS, TRAINING AND TRADE

Reconciliation Statement

EXPENDITURE DETAILS	
2008/09 MAIN ESTIMATES	119,121
Transfer of functions from: • Enabling Appropriations	9,025
Transfer of functions to:	
2008/09 ESTIMATE	128,146

Competitiveness, Training and Trade
Expenditure Summary
For Fiscal Year Ended March 31, 2009 (with comparative figures for the previous year)

Estimate 2008/09 $			Appropriation	Actual 2008/09 $	Actual 2007/08 $	Increase (Decrease) $	Expl. No.
	10-1		**Administration and Finance**				
45		(a)	Minister's Salary	45	16	29	1
		(b)	Executive Support				
522			(1) Salaries and Employee Benefits	508	471	37	
77			(2) Other	74	77	(3)	
		(c)	Financial and Administrative Services				
1,534			(1) Salaries and Employee Benefits	1,471	1,478	(7)	
424			(2) Other	384	329	55	
(150)			(3) Less: Recoverable from other appropriations	(150)	(150)	-	
		(d)	Policy, Planning and Coordination				
809			(1) Salaries and Employee Benefits	719	781	(62)	
223			(2) Other	214	199	15	
		(e)	Manitoba Bureau of Statistics				
767			(1) Salaries and Employee Benefits	748	758	(10)	
397			(2) Other	205	205	-	
(60)			(3) Less: Recoverable from other appropriations	(57)	(101)	44	2
4,588			Total 10-1	4,161	4,063	98	
	10-2		**Business Services**				
		(a)	Industry Development-Financial Services				
1,137			(1) Salaries and Employee Benefits	1,003	927	76	
344			(2) Other	294	467	(173)	
			(3) Industry Development-Program Delivery				
8,934			(a) Manitoba Industrial Opportunities Program	11,089	10,499	590	
575			(b) Vision Capital	570	577	(7)	
1,173			(c) Manitoba Business Development Fund	1,317	818	499	3
2,243			(d) Third Party Managed Capital Funds	1,582	1,155	427	
(4,078)			(e) Less: Interest Recovery	(2,742)	(3,213)	471	
		(b)	Industry Consulting and Marketing Support				
851			(1) Salaries and Employee Benefits	718	595	123	
342			(2) Other	337	428	(91)	

Estimate 2008/09 $		Appropriation	Actual 2008/09 $	Actual 2007/08 $	Increase (Decrease) $	Expl. No.
		(c) Small Business Development				
1,128		(1) Salaries and Employee Benefits	1,084	1,077	7	
678		(2) Other	683	728	(45)	
60		(3) Grants	60	60	-	
		(d) Business Immigration and Investment				
405		(1) Salaries and Employee Benefits	416	507	(91)	
128		(2) Other	107	399	(292)	4
		(e) Competitiveness Initiatives				
330		(1) Salaries and Employee Benefits	288	193	95	5
99		(2) Other	96	96	-	
6,059		(f) Economic Partnership Agreement	5,837	2,941	2,896	6
20,408		Total 10-2	22,739	18,254	4,485	
	10-3	**Training and Continuing Education**				
		(a) Industry and Workforce Development				
341		(1) Salaries and Employee Benefits	376	360	16	
280		(2) Other	284	306	(22)	
		(b) Hydro Northern Training Initiative				
235		(1) Salaries and Employee Benefits	321	353	(32)	
50		(2) Other	89	66	23	
1,125		(3) Training Support	938	412	526	7
		(c) Industry Training Partnerships				
594		(1) Salaries and Employee Benefits	581	570	11	
103		(2) Other	200	179	21	
1,045		(3) Training Support	1,029	1,045	(16)	
		(d) Apprenticeship				
3,623		(1) Salaries and Employee Benefits	3,531	3,101	430	
2,017		(2) Other	1,955	2,012	(57)	
5,994		(3) Training Support	5,727	3,037	2,690	8

Estimate 2008/09 $			Appropriation	Actual 2008/09 $	Actual 2007/08 $	Increase (Decrease) $	Expl. No.
		(e)	Employment Manitoba				
5,735			(1) Salaries and Employee Benefits	4,613	4,477	136	
2,714			(2) Other	2,318	1,948	370	
8,090			(3) Training Support	6,291	7,575	(1,284)	*9*
(300)			(4) Less: Recoverable from Family Services and Housing	(201)	(107)	(94)	*10*
		(f)	Canada-Manitoba Labour Market Development Agreement				
6,709			(1) Salaries and Employee Benefits	6,374	6,467	(93)	
989			(2) Other	1,016	1,124	(108)	
46,200			(3) Training Support	45,916	46,355	(439)	
4,274		(g)	Industry and Labour Force Investment Fund	5,227	1,597	3,630	*11*
6,000		(h)	Canada-Manitoba Labour Market Agreement	9,805	-	9,805	*12*
95,818			Total 10-3	96,390	80,877	15,513	
	10-4		**Community and Economic Development**				
		(a)	Community and Economic Development Committee Secretariat				
1,198			(1) Salaries and Employee Benefits	1,182	1,169	13	
339			(2) Other	314	322	(8)	
		(b)	Premier's Economic Advisory Council				
183			(1) Salaries and Employee Benefits	149	172	(23)	
231			(2) Other	152	134	18	
1,951			Total 10-4	1,797	1,797	-	
	10-5		**International Relations and Trade**				
		(a)	International Relations				
847			(1) Salaries and Employee Benefits	850	778	72	
669			(2) Other	669	670	(1)	
		(b)	Manitoba Trade				
1,789			(1) Salaries and Employee Benefits	1,790	1,407	383	*13*
1,418			(2) Other	1,410	1,560	(150)	
270			(3) Grants	260	146	114	*14*
(1,000)			(4) Less: Recoverable from Urban Development Initiatives	(1,000)	(1,000)	-	

Estimate 2008/09 $		Appropriation	Actual 2008/09 $	Actual 2007/08 $	Increase (Decrease) $	Expl. No.
	(c)	Manitoba Office in Ottawa				
140		(1) Salaries and Employee Benefits	140	136	4	
68		(2) Other	47	47	0	
4,201		Total 10-5	4,166	3,744	422	
	10-6	**Amortization and Other Costs Related to Capital Assets**				
	(a)	Desktop Services				
75		(1) Amortization Expense-Hardware and Transition	-	75	(75)	*15*
138		(2) Enterprise Software Licenses	138	138	-	
684	(b)	Amortization Expense	663	514	149	
283	(c)	Interest Expense	185	236	(51)	
1,180		Total 10-6	986	963	23	
128,146		**TOTAL COMPETITIVENESS, TRAINING AND TRADE**	130,239	109,698	20,541	

Explanations:

1 *Variance due to sharing the Minister with Science, Technology, Energy and Mines in FY2007/08.*
2 *Variance due to large projects completed for clients in FY2007/08.*
3 *Variance due to timing of payments.*
4 *Variance due to change in accounting policy.*
5 *Variance due to vacant positions in 2007/08.*
6 *Variance due to increase in program activity.*
7 *Variance due to increased training support requirements of Wuskwatim and Keeyask Training Consortium Inc. in fiscal 2008/09.*
8 *Variance due to increase in apprenticeship training activity.*
9 *Variance due to Canadian Agricultural Skills Service program which only ran until November 2008 as compared to a full year in 2007/08.*
10 *Variance due to fewer recoveries related to the Wage Subsidy Program in 2008/09.*
11 *Variance due to increase in payments for wage assistance.*
12 *FY2008/09 was the first year of the Canada-Manitoba Labour Market Agreement.*
13 *Variance due to conversion of contract staff to permanent status in 2008/09.*
14 *Variance relates to increase in the number of grants issued.*
15 *Variance due to change in capitalization policy.*

Competitiveness, Training and Trade
Revenue Summary by Source
For Fiscal Year Ended March 31, 2009 (with comparative figures for the previous year)

Actual 2007/08 $	Actual 2008/09 $	Increase (Decrease) $	Source	Actual 2008/09 $	Estimate 2008/09 $	Variance $	Expl. No.
			Current Operating Programs:				
			Government of Canada				
2,832	1,339	(1,493)	Canadian Agricultural Skills Science	1,339	2,596	(1,257)	1
52,744	52,278	(466)	Labour Market Development	52,278	52,278	-	
21,642	-	(21,642)	Labour Market Transition Trust	-	-	-	2
-	9,806	9,806	Labour Market Agreement	9,806	17,993	(8,187)	3
77,218	63,423	(13,795)	Sub-Total	63,423	72,867	(9,444)	
			Other Revenue				
22	22	(0)	Cost Recovery from New Brunswick	22	23	(1)	
408	453	45	Fees	453	417	36	
3,807	4,266	459	Sundry	4,266	5,040	(774)	4
4,237	4,741	504	Sub-Total	4,741	5,480	(739)	
81,455	68,164	(13,291)	**TOTAL REVENUE**	68,164	78,347	(10,183)	

Explanations:

Comparison to Previous Year:

1 *Agreement expired on November 30, 2008.*

2 *Agreement was not in place in 2008/09.*

3 *Agreement was not in place in 2007/08.*

Comparison to Estimate:

1 *Variance due to actual value of the contract with the Federal Government being less than initially forecasted.*

3 *Variance due to delays in implementing the agreement.*

4 *Variance due to delay in signing Job Referral Service (JRS) agreement with Manitoba Hydro.*

FIVE YEAR HISTORY
Competitiveness, Training and Trade
Five-Year Expenditure and Staffing Summary by Appropriation ($000s)
For Five Years Ended March 31, 2009

	Actual/*Adjusted Expenditures									
	2004-2005		2005-2006		2006-2007		2007-2008		2008-2009	
Appropriation	**FTE**	**$**	**FTE**	**$**	**FTE**	**$**	**FTE**	**$**	**FTE**	**$**
Administration and Finance	47.00	3,796	47.00	3,893	47.00	4,036	47.00	4,063	47.00	4,161
Business Services	57.50	15,154	56.50	17,742	56.50	13,167	59.50	18,254	59.50	22,739
Training and Continuing Education	256.50	72,193	257.80	71,978	262.80	75,870	267.80	80,877	272.80	96,390
Community and Economic	13.00	1,656	15.00	1,771	14.00	1,874	14.00	1,797	14.00	1,797
International Relations and Trade	37.60	3,093	37.30	3,553	36.60	3,642	35.00	3,744	35.00	4,166
Amortization of Capital Assets		877		708		919		963		986
TOTAL OPERATING	411.60	96,769	413.60	99,645	416.90	99,508	423.30	109,698	428.30	130,239
Expenditures Related to Capital				84		310		1,848		2,053
TOTAL	411.60	96,769	413.60	99,729	416.90	99,818	423.30	111,546	428.30	132,292

** - Adjusted figures reflect historical data on a comparable basis in those appropriations affected by reorganizations during the five years.*

COMPETITIVENESS, TRAINING & TRADE

Performance Measures

The following section provides information on key performance measures for the department for the 2008-09 reporting year. All Government of Manitoba departments include performance measures in their Annual Reports to complement the financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

For more information on performance reporting and the Manitoba government, visit { HYPERLINK "http://www.manitoba.ca/performance" \o "http://www.manitoba.ca/performance" }

Your comments on performance measures are valuable to us. You can send comments or questions to mbperformance@gov.mb.ca

Business Development Indicators

What is being measured and how?	***Why is it important to measure this?***	***Where are we starting from? (baseline measurement)***	***What is the most recent available value for this indicator?***	***What is the trend over time for this indicator?***	***Comments/recent actions/report links***
1. *Venture Capital Available to Manitoba – by measuring Venture Capital investments in Manitoba* The aggregate amount of outstanding committed capital available to Venture Capital Partnerships is the measure and this information is collected by the department for those partnerships	Access to venture capital in Manitoba is directly related to the competitiveness of Manitoba in attracting, developing and maintaining businesses in Manitoba. The availability of venture capital impacts job creation and growth and the attraction of professional and knowledge based workers to Manitoba. Supply of venture capital is linked to the improvement of performance of small	As of March 31, 2000, there was $19.6 million outstanding committed capital available to Venture Capital Partnerships	In 2008/09 there was $21.2 million outstanding committed capital available to Venture Capital Partnerships* In 2007/08 there was $17.1 million outstanding committed capital available to Venture Capital Partnerships* *The 2008 and 2009 figures do not include the Province's commitment to Canterbury Park Limited Capital Fund.	From 1996/97 to 2008/09, approximately $159.7 million has been invested into 75 business entities. The amount of outstanding committed capital is dependent upon a number of factors including: i. The creation of new Venture Capital Partnerships; ii. The amount of capital invested	This measurement is limited to publicly available information; it does not track privately orchestrated venture capital financing which makes up a significant segment of this market. The Community Enterprise Investment Tax Credit Program was established in 2008 to encourage investors to partner with growing businesses in need of equity capital.

What is being measured and how?	Why is it important to measure this?	Where are we starting from? (baseline measurement)	What is the most recent available value for this indicator?	What is the trend over time for this indicator?	Comments/recent actions/report links
in which the Province of Manitoba is a stakeholder. A Venture Capital Partnership is a pool of capital where the capital will be invested in small and medium sized businesses. The Province has established a third-party program, which in turn, co-invests with the private sector in these Venture Capital Partnerships.	and medium businesses. Adequate supply of venture capital is a major contributor to economic growth and job creation in Manitoba. Access to venture capital is featured as a priority in Manitoba's Action Strategy for Economic Growth, Raising and Retaining Investment.			in any one year. iii. The number of managers of Venture Capital Partnerships	
2. *Capital Investment (Funded), by measuring new dollars invested in the Manitoba Industrial Opportunities Program, and total investment funding to entrepreneurs provided through the Business Start Program*	Access to capital promotes the retention and expansion of industry in Manitoba, strengthening the Manitoba economy. MIOP provides financing to industry that may not be available through traditional financial institutions. MIOP emphasizes job maintenance and	As of March 31, 2000: - New MIOP dollars invested in the 1999/2000 fiscal year was $10.4 million. - Capital investment generated by MIOP projects which includes dollars invested in capital assets, commercialization, and product	Indicators include: - New MIOP dollars invested in the 2008/09 fiscal year was $37.0 million. - Capital investment generated by MIOP projects which includes dollars invested in capital assets, commercialization, and product	These trends are cyclical and can vary dramatically from year to year. They are dependent on the nature of the applications in any given year and economic cycles. The MIOP Program financing has leveraged $632.0 million worth of	

What is being measured and how?	Why is it important to measure this?	Where are we starting from? (baseline measurement)	What is the most recent available value for this indicator?	What is the trend over time for this indicator?	Comments/recent actions/report links
Under the Manitoba Industrial Opportunities Program (MIOP), the government provides term loans to assist businesses to expand in Manitoba. The loans are reserved for opportunities that create significant strategic economic benefit.	creation as well as increasing technologically valuable industries in Manitoba. investment in capital is featured as a priority in Manitoba's Action Strategy for Economic Growth, Raising and Retaining Investment.	development. In 1999/2000 $21.1 million was invested in project capital.	development. In 2008/09 $113.6 million was invested in project capital.	private sector investment since March 31, 2000.	
Under the Business Start Program, the measure is the total investment provided to entrepreneurs starting a new business. This includes both the value of the loan provided and any additional equity leveraged.	The Branch's target client groups are the 77,000 small businesses in Manitoba that make up over 97% of all businesses in Manitoba. Support to this key segment of the economy is critical to investment and job growth.	In 1999/00, $677,522 was invested in the start-up businesses.	Business Start Program investment for 2008/09 was $1,146,587. Business Start Program investment for 2007/08 was $1,798,494.	Program enhancements since 2006 have resulted in an increased number and amount of Business Start Loans.	
3. *Jobs Created & Retained* Under the Manitoba Industrial Opportunities	The creation and retention of jobs is important to the Manitoba economy and vital to attracting	As of March 31, 2000: The MIOP Program levered approximately 673 jobs in 1999/2000.	Approximately 1,532 jobs were leveraged by the MIOP Program in 2008/09.	The year to year trends are cyclical and can vary dramatically from year to year.	

What is being measured and how?	Why is it important to measure this?	Where are we starting from? (baseline measurement)	What is the most recent available value for this indicator?	What is the trend over time for this indicator?	Comments/recent actions/report links
Program, the government provides term loans to assist businesses to expand in Manitoba. The loans are reserved for opportunities that create significant strategic economic benefit. Under the Business Start Program, jobs are created through self-employment and subsidiary job creation by new entrepreneurs.	and maintaining Manitoba citizens.	The Business Start Loan Guarantee Program tracks job creation for the start-up businesses that borrow under the Program. In 1999/00, 72 new jobs were created.	Under the Business Start Program, 84 jobs were created in 2008/09 (55 full-time plus 29 part-time). This represents a 17% increase above 1999/00. Under the Business Start Program, 159 jobs were created in 2007/08 (103 full-time plus 56 part-time). This represents a 121% increase above 1999/00.	Since March 31, 2000 the MIOP Program has levered approximately 8692 jobs The trend in this indicator has been variable since the baseline year 1999/00. The number of new jobs created in a business start-up is more a function of the type of businesses receiving loans rather than the number of Business Start loans advanced.	

Labour Market Indicators

What is being measured and how?	*Why is it important to measure this?*	*Where are we starting from? (baseline measurement)*	*What is the most recent available value for this indicator?*	*What is the trend over time for this indicator?*	*Comments/recent actions/report links*
4 Our contribution to meeting the evolving skills requirements of the labour market is measured by employment outcomes and participation in key training initiatives to meet labour market demand.	Skills training programs/activities are key elements in response to the increasing demand for skilled workers and continued growth of the economy. Some of the programs/activities are formal, while others are non-formal (e.g. workplace training).	Participation in key training initiatives - 1999/00 - 3,704 active apprentices as at April 1, 1999 1999/00 – 1,296 new apprenticeship applications registered	Participation in key training initiatives - 2008/09 - 7,462 active apprentices 2008/09 - 2,171 new apprenticeship applications registered	Increase • The number of active apprentices increased at the end of fiscal year 2008/09 by 101% since the beginning of the 1999/00 fiscal year • Increase from 2007/08 with a total of 6,389 active apprentices in the 2007/08 fiscal year Increase • The number of new apprenticeship applications registered increased by 68% between 1999/00 to 2008/09 fiscal years • Increase from 2007/08 with a total of 1,763 new apprenticeship applications registered in 2007/08 fiscal year	The Apprenticeship program coordinates the training system that delivers workplace-based skills and technical training to apprentices, leading to journeyperson certification in skilled trades. Aboriginal apprentices now constitute 20.5% of all active apprentices in Manitoba.

What is being measured and how?	Why is it important to measure this?	Where are we starting from? (baseline measurement)	What is the most recent available value for this indicator?	What is the trend over time for this indicator?	Comments/recent actions/report links
		1999/00 Journeyperson Certification: Apprenticeship 476 Trades Qualification 125 Total 601	2008/09 Journeyperson Certification Apprenticeship 860 Trades Qualification 163 Total: 1,023	Increase. • The number of Journeypersons certified increased by 70% between 1999/00 and 2008/09. Slight increase in Journeyperson Certification with 977 certifications issued in 2007/08.	
		Between April 1, 2001 and March 31, 2002, 74 individuals participated in training activities through the Hydro Northern Training and Employment Initiative.	Between April 1, 2001 and December 31, 2008, 2,086 individuals participated in training activities through the Hydro Northern Training and Employment Initiative.	Increase Between April 1, 2001 and December 31, 2007, 1,600 individuals participated in training activities through the Hydro Northern Training and Employment Initiative.	The Hydro Northern Training and Employment Initiative (HNTEI) is a multi-year, training and employment strategy to enable northern Aboriginal residents to prepare for jobs on the proposed northern hydroelectric projects. The project was extended from March 31, 2009 to March 31, 2010.
		2001/02 Employment Manitoba - Skills Development Program [1] Individuals supported: 3,733 participants.	2008/09 Employment Manitoba - Skills Development Program Individuals supported: 4,085 participants.	Stable over long term. Increase of participants by 9% from 2007/08 to 2008/09 (3,747 participants in 2007/08)	Employment Manitoba Skills Development program provides financial and other supports to individuals (unemployed EI and non-EI insured individuals and low skilled employed workers) to participate in

[1] *Number of individuals beginning a skills development service (LMDA, LMA, or ETS appropriation) with Employment Manitoba (excluding apprentices) between April 1, 2008 and March 31, 2009 as at June 19, 2009. This includes participants beginning the second year of a two year program.*

What is being measured and how?	Why is it important to measure this?	Where are we starting from? (baseline measurement)	What is the most recent available value for this indicator?	What is the trend over time for this indicator?	Comments/recent actions/report links
					existing education and training opportunities at universities, colleges, private vocational institutions and other education/training providers.
		1999/00 Industry Training Partnerships 7,310 participants	2008/09 Industry Training Partnerships 16,330 participants[2]	Increase from 2007/08 Industry Training Partnerships: 12,800 participants in 2007/08	Industry Training Partnerships (operating as Industry Workforce Development) provides support to industry for human resource development and workplace training through partnerships with Sector Councils, business and industry associations. The numbers of workplace training participants have increased annually from 1999/2000.
5. Our contribution to meeting the evolving skills requirements of the labour market is measured by the number of individuals receiving employment services and the	Assisting unemployed individuals to prepare for, find and keep employment is important for the economy, for the well-being of individuals and for the communities they reside in. Many people make the transition from	2001/02 Job Bank Total number of job orders posted: 18,105	2008/09 Job Bank Total number of job orders posted: 40,761	Stable year over year – 40,602 job orders posted in 2007/08. Longer term trend of increase – 8% increase from 2006/07 with 37,785 job orders posted.	As part of the Labour Market Development Agreement, the Department delivers the National Employment Services. The Job Bank, through which current job vacancies are posted on the Internet, is one of these services.

[2] *Includes sectoral training initiatives, province-wide special courses and workplace essential skills training programs.*

What is being measured and how?	Why is it important to measure this?	Where are we starting from? (baseline measurement)	What is the most recent available value for this indicator?	What is the trend over time for this indicator?	Comments/recent actions/report links
number of job orders posted on the Job Bank, which brings job seekers and employers together. Employment services for individuals include employment needs assessment, employment/ career counseling, access to labour market and other information, job search assistance, access to computers, and other employment services.	unemployment to employment without assistance. Use of employment services is a measure of how governments are helping those that do need assistance.	2001/02 Employment Manitoba - Employment Services for Individuals [3] Total Clients Served: 36,333	2008/09 Employment Manitoba - Employment Services for Individuals Total Clients Served: 31,522	Year over year increase of 11% (28,316 total clients served in 2007/08) Longer term trend – decrease; however there is indication that this might be changing as client volumes continue to increase.	Employment Manitoba is seeing an increase in the number of clients. The increase is likely due to increased employment challenges as a result of the economic downturn as well as increased capacity to work with a broader range of clients through the Labour Market Agreement (LMA).

[3] *All Employment Manitoba clients receive employment counselling and may receive other employment services. Number of individuals beginning an employment service with Employment Manitoba between April 1, 2008 and March 31, 2009, at as June 19, 2009. This includes participants beginning the second year of a two year program.*

Trade Indicators

What is being measured and how?	*Why is it important to measure this?*	*Where are we starting from? (baseline measurement)*	*What is the most recent available value for this indicator?*	*What is the trend over time for this indicator?*	*Comments/recent actions/report links*
We are measuring export-readiness of Manitoba companies, by reviewing the annual number of new exporters and the experienced exporters who have diversified (i.e. those who have successfully begun to export to markets that are new to the company) their export markets.	One key determinant to remain competitive in a global economy is to support the ability of companies in Manitoba, to understand and meet the needs of new customer segments and to effectively plan, sell and deliver to those customers.	In the 2005/06 fiscal year, 100 companies reported either first time exports or exports to new markets.	In 2008/09, Manitoba Trade and Investment supported 194 Manitoba companies to explore new markets and expand within existing markets through participation in trade shows and trade missions.	Trends indicate there has been gradual increase over time in export readiness as well as an increasing level of recognition by Manitoba companies of the export opportunities and importance of exporting.	Manitoba Trades' 2008/2009 company database lists 2,003 companies who are active and/or interested in exporting out of a total listing of 5,630 companies. The database also catalogues associations, towns, cities and media.
We are measuring the international student population in Manitoba.	There are significant economic benefits from international students such as additional revenue for Universities, benefits to Manitoba's economy and establishes the establishment of long-term interests in Canada.	4,179 international students as measured in 2003/2004.	The most recent complete set of data available is from 2006/2007, in which there were 6,378 international students studying in Manitoba resulting in financial revenue modestly estimated to be at least $74 million annually.	The trend indicates a plateau in the increase in the international student population and concomitant revenue.	Reports on International Students appear at: { HYPERLINK "http://www.gov.mb.ca/ie/ie_res/st_rep" }

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba public service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba public service.

Wrongdoing under the Act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or, knowingly directing or counseling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department's annual report in accordance with Section 18 of the Act.

The following is a summary of disclosures received by Manitoba Competivness Training and Trade for fiscal year 2008 – 2009:

Information Required Annually (per Section 18 of The Act)	**Fiscal Year 2008 – 2009**
The number of disclosures received, and the number acted on and not acted on. *Subsection 18(2)(a)*	**NIL**
The number of investigations commenced as a result of a disclosure. *Subsection 18(2)(b)*	**NIL**
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. *Subsection 18(2)(c)*	**NIL**

PART B - CAPITAL INVESTMENT

Capital Investment is provided in the Estimates of Expenditures under Part B. For the year ended March 31, 2009, the department's capital authority provided for the acquisition, development and enhancement of information technology systems to support business processes, communication, training and international relations.

Part B - Capital Investment

Expenditures by Sub-Appropriation	Actual 2008/09 $	Estimate 2008/09 FTE	Estimate 2008/09 $	Variance Over (Under)	Expl. No.
B.10(a) Job Referral System	1,982		2,109	127	
B.10(b) Single Window for Business	71		92	21	
Total Capital	**2,053**		**2,201**	**148**	

APPENDIX A

ASSOCIATED AGENCIES, BOARDS, COMMISSIONS and COUNCILS

THE MANITOBA DESIGN INSTITUTE

The Manitoba Design Institute was established by an Act of the Legislative Assembly in 1963. The Institute had no operating budget or staff in 2008/09.

THE MANITOBA DEVELOPMENT CORPORATION

The Manitoba Development Corporation (MDC) provides loans and loan guarantees under Part 2, The Development Corporation Act. MDC tables its annual financial statements under separate cover with the Manitoba Legislature.

THE MANITOBA TRADE AND INVESTMENT CORPORATION

The Manitoba Trade and Investment Corporation (MTIC) is a provincial agency of Manitoba Competitiveness, Training and Trade. As an administrative mechanism, the Corporation supports the economic priority of building the Manitoba economy through increased exports and industry investment. The Corporation facilitates cost-sharing partnerships for specific projects and provides administrative support for missions by collecting revenues and paying related expenditures. The Corporation tables an annual report under separate cover with the Manitoba legislature.

APPENDIX B

FINANCIAL INFORMATION

Competitiveness, Training and Trade
Summary of Business Assistance
2008-2009 Fiscal Year

FEASIBILITY STUDIES/PROJECTS	60,911
NEW BUSINESS ASSISTANCE - TECHNOLOGY COMMERCIALIZATION	414,889
GRANT ASSISTANCE – SMALL BUSINESS DEVELOPMENT	60,000
GRANT ASSISTANCE – MANITOBA TRADE	260,191
SPECIAL ASSISTANCE	532,479
	$ 1,328,470

APPENDIX C

FINANCIAL INFORMATION

Competitiveness, Training and Trade
Listing of Business Assistance
2008-2009 Fiscal Year

FEASIBILITY PROJECTS/STUDIES

Antex Western Ltd.	2,725
Di Santo Foods Ltd.	7,220
Emerge Knowledge Design Incorporated	7,450
Gages Truck Care Inc.	2,300
Global Wind Group Inc.	1,500
Neil Bardal Inc.	12,425
First Manitoba Environmental Leadership	4,750
Prognition	6,600
Vision Concepts Inc.	10,691
Watermart Inc.	5,250
	$ 60,911

NEW BUSINESS ASSISTANCE - TECHNOLOGY COMMERCIALIZATION

Airport Technologies Inc.	50,000
Alternative Heating Sytems Inc.	33,929
Burnbrae Farms Ltd.	50,000
Farr Media Corporation	7,041
FWS Technologies Inc.	26,575
Grind-All Supply	2,056
Iders Inc.	100,000
Modevation Enterprises Inc.	937
North Air Tech	3,861
OI Furniture	24,636
R A Oades Agencies Ltd.	1,907
SMT Research Ltd.	38,527
Solara Remote Data Delivery Inc.	7,147
State Industries Ltd.	9,007
Tekgear	9,450
Westward Industries	30,919
YRT Ltd.	18,897
	$ 414,889

SMALL BUSINESS DEVELOPMENT

Bizcoach Manitoba Inc.	30,000
Manitoba Marketing Network Inc.	30,000
	$ 60,000

SPECIAL ASSISTANCE

Agence nationale et internationale du Manitoba	25,000
Centreport Canada Inc.	160,000
Channel Development Corp	25,000
CO2 Study Epic Consulting	77,646
Ensyn Technologies Inc.	100,000
Information and Communication Technologies Association of Manitoba	12,500
Manitoba Aerospace	15,000
Uniquely Manitoba	15,000
University of Manitoba – MB Venture Challenge	54,591
University of Manitoba – Genomics, Proteomics & Bioinformatics	47,742
	$ 532,479

MANITOBA TRADE

6P Marketing Total	3,000
Advanced Composite Structures Total	3,000
Aerotech Herman Nelson Inc Total	1,800
Alfa Products Inc. Total	3,000
Aradia Earth & Sky Total	700
Arbor Records Ltd. Total	4,850
Balanced Records Inc Total	2,030
Best Cooking Pulses Inc Total	5,400
Bird Dog Tile Company Total	4,300
Brandon Friesen Management Total	4,850
Cadorath Group Total	3,000
Callisto Couture Total	750
Canadian Propeller Ltd. Total	1,153
Canerica International Inc Total	1,190
Channel Systems Inc. Total	3,000
Clearline Technologies Total	2,900
Comeback Kid Inc. Total	750
Comfort N Care Clothing Total	2,950
Complex Games Inc. Total	2,500
Cool Curling Total	4,750
Crystal Spring Hog Equipment Total	3,000
Delta Trading Inc Total	750
Design Expressions Total	1,420
DiSanto Foods Ltd. Total	1,750
Eco-Farms Ltd. Total	2,500
Emerge Knowledge Design Inc. Total	3,958
Express Yourself Total	750
EZ Cut Inc Total	6,250
Farm Genesis Group Total	3,000
Fitness Equipment Innovations Total	3,250
Flax Power Ltd. Total	6,059
Fresh Hemp Foods Ltd Total	3,000
G.P.& S. Distributors Total	1,245

Genuwine Cellars Inc. Total	3,250
Grind-All Supply Total	2,600
Growers International Organic Sales Inc. Total	3,000
H2O Massage Systems Total	1,000
Hartwig Aircraft Fuel Cell Repair Inc. Total	2,563
Heartland International English School Total	3,000
Hemp Oil Canada Inc Total	3,000
Holistic Directions Total	733
Ice Kube Systems Total	2,103
In The Closet Productions Total	1,503
JBA Consulting Total	675
K9 Pro Wear Total	5,495
Kate & Birdie Paper Company Total	750
Laura Mikuska Consulting Total	750
Leverne Tucker Studio Total	860
LibreStream Technologies Inc Total	3,000
Lifewords Total	473
Lilyfield Cakes Total	2,000
Manitoba Printmakers Association Total	1,313
Manrex Limited Total	1,800
McConnell Custom Guitars Total	500
Michael Van Rooy Writing Total	425
Mid America Lumber Inc. Total	1,625
Mid-Continental Dental Supply Co. Ltd. Total	1,782
Minnewashta Valley Organics Canada Inc (MVOC Inc) Total	1,500
Modevation Enterprises Inc Total	877
Movada Media Total	3,000
Movada Media Inc Total	2,500
My Care Necessities Total	3,000
Nature's Farm Total	2,900
Niagara Engineering Works Inc. Total	750
Norscan Instruments Ltd Total	2,500
Norstar Industries Ltd. Total	2,940
Northscaping Inc. Total	4,480
Olesia Records Inc Total	2,800
OZZ Media Corp. Total	908
Painchaud Performance Group Total	1,825
Pearlene's Total	1,395
Prairie Point Ltd. Total	400
Project Whitecard Inc. Total	1,889
Protegra Total	531
Quality Aircraft Interiors Total	400
Ram'd Air Gear Dryer Total	3,615
Red Canvas Art Total	750
Red River Press Inc. Total	3,000
Redwick Ltd. Total	5,077
Refine Life Design Total	617
Retail Merchandising Resources Total	1,050
Rising Sun Production Inc. Total	1,665
Rolling Spokes Total	900
Score Advertising Total	4,820
Select Incentives Total	1,855
Setcan Corporation Total	2,350

Shape Foods Inc Total	3,000
Signpost Music Total	3,250
Silk Angel Total	2,591
Siltex Ltd. Total	3,000
Sky Blue Water Inc. Total	1,620
Small Potatoes Total	1,910
Solar Solutions Inc Total	3,250
Soul Creations Total	1,220
Stoneland Orchard Total	3,000
Sunpeak Foods Inc. Total	1,175
Sunshine Records Ltd. Total	1,400
Taylor McCaffrey Total	2,995
The Hartmont Candle Company Ltd Total	2,500
The hush.tree Total	1,480
The Natural Gallery Total	375
The Other Gallery Total	3,000
Thompson Dorfman Sweatman Total	3,000
Totally Organic Beverages Total	2,900
Tri-Form Poly Inc. Total	2,768
Ultimate Music Theory Ltd. Total	4,183
Vista Digital Total	3,250
Wanda June Total	2,000
Wardrop Engineering Inc Total	2,655
Western Safety Sign Co. Total	750
Willowbrook Equine Wellness Centre Total	1,300
Wolf Trax Inc. Total	750
Yarrow Sash and Door Inc. Total	2,877
Yomama Clothing Company Total	696
	$ 260,191